This guide is a compilation of our most popular resource guides to support you in your transition from college student to working professional. For more individualized assistance, schedule an appointment with a staff member in The Center for Career and Professional Development.

Inside, you will find information about:

- Cover Letters
- Résumés
- References
- Interviewing
- Thank You Letters
- Social Media
Helpful Tips:

Formatting:
Create a consistent look for all of your job search documents. Copy and paste the contact information from your résumé header to your cover letter and reference page, creating your own, customized look.

Your choice of font style (Times New Roman, Calibri, etc.) should also be consistent across all of your materials. The size of your font for the cover letter will generally fall between 11 to 12-point and typical margin sizes should be .75 to 1-inch. Your cover letter should not exceed one page in length.

Content:
Your cover letter must be tailored to each specific position/organization to which you apply. Gone are the days of simply changing the organization to which the letter is addressed and using the same cover letter again and again. Employers can tell when an applicant does this, and it will not help your candidacy.

The following components, in this order, should appear in your cover letter:

- Your header with your contact information
- The date (this should reflect the day you will be sending the letter)
- The recipient’s name and mailing address
- Your salutation (try to avoid general greetings like, “To Whom It May Concern:” or “Dear Human Resources:” Do your best to research the name of the person to whom your cover letter will be sent.
- An introductory paragraph
- 1 to 2 paragraphs of detailed information about your how your skills and experiences make you an ideal candidate for the position; be sure to demonstrate your knowledge about the position and organization!
- A closing paragraph
- Your valediction
- Your signature (if sending as a hard copy)
- Your name, typed

Researching Prospective Employers:
You already know that you will be asked to share your knowledge about the organization during an interview, as they are expecting you to have spent some time learning about the organization and the position. But, did you know it is also important to include some of this knowledge as often as you can throughout your cover letter, résumé, and thank you letter, too? Use the employer’s website, their social and professional media (LinkedIn profiles, Twitter accounts, and Facebook company pages), news articles, your own contacts within the organization, and other information found on the Internet.

What should you know about the organization?
- Name and location(s)
- Mission, goals, and history
- Accomplishments and areas for development
- Organizational structure and number of employees
- Annual revenue and other financial information
- Product lines and/or services provided
- Parent company and/or subsidiaries
- Major competitors or collaborators
Dear Mr. Bulger:

May 15, 2019

Steve Bulger
Director of Operations
Kids Oneida
310 Main Street
Utica, NY 13502

Dear Mr. Bulger:

Please accept my application for an internship at Kids Oneida, beginning in September 2019. I learned about this position through Utica College Career Service’s online job board. My professional and academic goal is to utilize the knowledge I have learned as a childcare employee and Psychology-Child Life student to work with children, recognize their potential, and strengthen families. Completing my internship at Kids Oneida would enable me to do that in a meaningful way, while serving the community in which I live.

Of the programs Kids Oneida manages, I am very interested in case planning. In the future, I hope to have a career in this area, and I believe the services at Kids Oneida will help me achieve that goal. I am also eager to work with your social work team, both in the office and in the field (to the extent that is possible), to learn as much as I can about this kind of work and contribute to your program’s outcomes. My experiential background includes two years’ experience working within two childcare facilities, as well as the completion of multiple courses in areas of child development and psycho-social support. My background has given me the foundation needed to become client-centered and empathetic, skills I am confident in demonstrating as an intern at Kids Oneida.

It would be a privilege to share my dedication and passion to support the wellbeing of children and families as an intern, alongside Kids Oneida’s team of committed staff. I welcome the opportunity to speak with you in person, and I may be reached by phone, e-mail, or via LinkedIn. My references may also be sent at your request.

Thank You,
Paula Borelli

PAULA BORELLI
200 French Road Utica, NY 13502
(315) 999-3366 • paula@yahoo.com
www.linkedin.com/in/PBorelli

VICTOR RIVERA
123 Genesee Street Utica, NY 13502
(315) 741-5463 • vrivera@utica.edu
www.linkedin.com/in/VictorRivera

Dear Mr. Janssen:

May 20, 2019

Robert Janssen, Personnel Director
ICON plc
8282 Halsey Road
Whitesboro, NY 13492

Dear Mr. Janssen:

I am interested in applying for the Biotechnology Scientist-I position, which was brought to my attention by a colleague of yours, Anne Montgomery, during The Center for Career and Professional Development at Utica College’s recent Bio/Chem Networking Night. My laboratory and two REU experiences with Cornell University qualify me for this position and will allow me to support your analytical laboratory’s day-to-day activities and develop and perform assays on biological samples from pre-clinical and clinical trials for biomarker.

I recently graduated Magna Cum Laude with a Biochemistry degree, and my three years as a lab assistant have taught me to operate general laboratory equipment and instrumentation systems, as well as utilize the automated data collection and reporting systems used by ICON. My interest in the biotechnology field began during my time with Cornell University’s REU program, where I gained hands-on experience with a variety of immunomassay formats and platforms such as ELISA, Gyrolab, Randox, and Luminex, and automated clinical immunochemistry platforms.

My intention is to secure employment with an organization that will allow me to assume progressive responsibility and work in a highly collaborative setting, so I was particularly impressed by ICON’s staff development mission. I am available to meet with you personally to further discuss my qualifications, and I may be reached at (315) 741-5463. Thank you for your consideration of my qualifications.

Sincerely,

Victor Rivera

P.S. I included my LinkedIn profile: www.linkedin.com/in/PBorelli

TARA DAO
500 Oriskany Blvd. Whitesboro, NY 13492 • (315) 862-3366 • taradao@gmail.com

March 18, 2019

Gary F. Grates, Principal
W2O Group
60 Francisco St.
San Francisco, CA 94133

Dear Mr. Grates:

I am interested in applying for the Organizational Communications internship with the W2O Group in New York City during this summer. We had the opportunity to meet in my Publication and Design class on March 11th and briefly discussed the internship. W2O Group’s mission complements my career interests in delivering high quality communications for clients. Your ability to apply analytics and innovative marketing and public relations methods to support clients’ strategic communication goals contributes to the rapidly changing reality that we are not in an era of coverage but in an era of influence.

On my résumé, you will notice courses that I have taken which would allow me to be a productive W2O Group intern. In particular, my Advanced Interpersonal Communication class has taught me how to identify problems in communications and effectively create a message that intended audiences will find informative and engaging. I have been successful in applying this academic knowledge at my marketing internship at the United Way of the Valley and Greater Utica Area. My work as an intern has been characterized by monitoring the efficacy of their external communications and applying my findings to update and modify internal communication databases. My analysis is being actively implemented to alter communication strategies and make process improvements. I have learned so much from the United Way and would value the opportunity to continue my professional growth and expand my knowledge with the W2O Group.

I am available to meet with you personally, at your convenience, to further discuss my qualifications. My résumé is enclosed and highlights my other relevant experiences. I may be reached at the contact information above. Thank you in advance for your consideration, and it was very nice to meet you last week.

Sincerely,

Tara Dao
Résumé Writing Guide

DO’s

• Be Clear and Concise: Your résumé has a much better chance if it is well-organized and easily scanned. An employer may take only 10 seconds or less to determine if it is worth a second look!

• Be Attentive to Detail: Offer consistency with the arrangement of section headers, indentations, blocks of text, the use of font treatments, and white space. Then, create a format which is readable and appealing to the eye. The size of your font will generally fall between 10 to 12-point, and typical margin sizes should be .5 to 1-inch. Sending your résumé as a PDF may help preserve formatting.

• Be Positive: Highlight your achievements and start statements or phrases with adverbs, followed by verbs, denoting positive activity (e.g. successfully introduced, effectively applied, etc. See the Action Verbs list for ideas.). Be sure these words reflect your chosen field.

• Be Relevant: Include key, industry terms used in the job description and company profile. This will also help if the employer uses scanning software to review résumés.

• Be Careful: Double-check for typographical errors and mistakes in grammar, spelling, and punctuation. Don't hesitate to consult a dictionary - spell check does NOT catch everything!

• Be Resourceful: Use The Center for Career and Professional Development’s résumé critiquing services - it only takes a few short days for a comprehensive review with feedback.

• Be Professional: After perfecting your résumé, find a quality printer and good paper. Both are available in The Center for Career and Professional Development, FREE OF CHARGE, to print your final version.

• Be Proactive: Post your résumé as part of your LinkedIn profile and build your brand online.

DON'TS

• Use résumé templates and wizards found in computer software programs. The tabled formats are difficult to modify, and your résumé needs to stay updated at all times! Instead, open a blank word processor document or use Optimal Résumé for your first draft.

• Use the personal pronoun, “I.”

• List an unprofessional email address or phone number with an unprofessional voicemail recording or ring back tone - that’s the fastest way to lose out on interview opportunities.

• Include opportunities that were “off the book” or where you were paid “under the table.”

• Fabricate information, as that can result in future termination from a job.

• Add personal information, which may generally include: hobbies, religious affiliation, date of birth, etc. Résumés for opportunities abroad may require some personal information, however.

• Give reasons for changing past employers.

• Use the same résumé over and over again - tailor it to your audience.

• Go over a one-page résumé, unless you have two pages of directly relevant experience. Even then, some formatting edits may keep things to a single page. Be sure to consult with The Center for Career and Professional Development before submitting a two-page résumé.
The National Association of Colleges and Employers defines career readiness as the acquisition and ability to demonstrate several key competencies that prepare students for a successful transition from college to the workplace. These competencies are:

1. **Critical Thinking/Problem Solving** - Analyze, interpret knowledge and data to make decisions and overcome problems
2. **Oral/Written Communications** - Articulate clearly and effectively; express ideas
3. **Teamwork/Collaboration** - Collaborate with colleagues and customers representing diverse groups
4. **Digital Technology** - Efficiently use existing technology and adapt to new and emerging technologies
5. **Leadership** - Use interpersonal skills to guide and motivate; organize, prioritize and delegate work
6. **Professionalism/Work Ethic** - Demonstrate effective work habits, integrity and ethical behavior
7. **Career Management** - Identify and articulate skills and experiences; identify career goals and navigate job options
8. **Global/Intercultural Fluency** - Demonstrate inclusiveness; value and respect diverse cultures

Adapted from NACE’s "Career Readiness Defined"

---

### Action Verbs

Listed below are verbs commonly associated with specific field areas and skills. This list is not exhaustive, so feel free to generate your own. Use these verbs to help you craft position descriptions and highlight achievements in your résumé.

| Management/Leadership Skills | Achieved, administered, arranged, articulated, assigned, attained, chaired, completed, conceived, conducted, contracted, convened, coordinated, created, delegated, designed, developed, directed, earned, employed, executed, facilitated, influenced, initiated, instituted, instructed |
| Research Skills | Analyzed, annotated, appraised, assessed, authored, briefed, calculated, catalogued, categorized, charted, coded, collected, compared, compiled, composed, computed, conducted, consolidated, corresponded, created, critiqued |
| Teamwork/Interpersonal Skills | Articulated, arranged, briefed, collaborated, communicated, completed, contacted, convened, coordinated, delegated, elicited, facilitated, fostered, influenced, initiated, inquired, instructed, interviewed, introduced, listened, mediated, motivated |
| Financial Skills | Acquired, activated, administered, allocated, analyzed, applied, assessed, briefed, calculated, catalogued, categorized, channeled, coded, compiled, computed, conducted, defined, delivered, derived, designed, developed, devised, drafted, formulated, projected |
| Teaching/Training Skills | Adapted, advised, assigned, coached, collaborated, communicated, counseled, critiqued, demonstrated, designed, developed, directed, educated, evaluated, examined, facilitated, focused, guided, implemented, instigated, instructed, introduced, motivated, stimulated, trained, tutored |
| Administrative/Detail Skills | Administered, arranged, assembled, briefed, catalogued, categorized, coded, collected, compiled, contacted, coordinated, classified, distributed, edited, executed, grouped, identified, inventoried, located, maintained, monitored, regulated, reserved, retrieved, scheduled, validated, verified |
| Communication Skills | Addressed, advertised, consulted, conveyed, convinced, corresponded, debated, described, discussed, explained, expressed, incorporated, interacted, listened, marketed, mediated, negotiated, participated, recruited, reinforced, resolved, responded, suggested, summarized, translated |
Ryan P. Thomas
4 Smith Rd, Utica, NY 13501 • RThomas@gmail.com • (315) 792-3087 • www.linkedin.com/in/RyanThomas

Key Qualifications:
- Experience implementing human resource functions in a professional office
- Possess polished customer service and interpersonal skills
- Highly effective time and project management skills
- Demonstrate integrity and practice ethical decision making at all times
- Certified Microsoft Office Specialist (MOS)

Education:
Bachelor of Science in Management, Utica College, Utica, NY (3.4 GPA) • May 2019
Concentration in Human Resource Management

Experience:
Utica College, Integrated Information Technology Services, Utica, NY • August 2015 - Current
- Computer User Services Intern (August 2018 – Current)
  - Successfully recruit, interview, and hire over 40 student computer help desk employees
  - Create and update over 100 pages of training material used to facilitate orientation sessions
  - Supervise all student employees, providing leadership in delegating tasks, offering instruction, and
    motivating employees to perform through compensation incentive programs
  - Utilize performance evaluations to provide feedback and support professional growth
  - Aid the supervisor in the approval of timesheets and other payroll functions
  - Efficiently manage related projects, including: employee databases, identifying actionable
    office goals, and streamlining standard operating procedures
- Computer User Services Desktop Migration Intern (August 2017 - August 2018)
  - Supervised over 25 student employees, ensuring high productivity and quality of work to
    maintain customer service standards
  - Trained 5 Desktop Migration employees on policies and procedures
  - Created over 75 pages of training manuals and materials, including standard protocol
    and procedures for completing desktop migrations, cutting migration times by 25%
- Computer User Services Help Desk Assistant (August 2015 – August 2017)
  - Assisted students and employees by troubleshooting and solving software and hardware
    issues
  - Answered incoming phone calls, provided walk-in help, and scheduled appointments for repairs
- Food Service Aide, Mother Marianne’s West Side Kitchen, Utica, NY • August 2017 - December 2018
  - Provided leadership to 15 members, holding biweekly meetings to solicit member ideas and feedback
  - Organized fundraisers to underwrite professional development programs with the MVSHRM Chapter
  - Overseen recruitment and retention efforts, growing membership by 150%

Volunteer Experience/Affiliations:
Utica College Society for Human Resource Management, Utica, NY • August 2017 - December 2018
- President
  - Provided leadership to 15 members, holding biweekly meetings to solicit member ideas and feedback
  - Organized fundraisers to underwrite professional development programs with the MVSHRM Chapter
  - Overseen recruitment and retention efforts, growing membership by 150%

Maria Avdic
800 Genesse Street, Utica, NY 13502 • (315) 792-3087 • myavdic@utica.edu
www.linkedin.com/in/martaavdic

Objective:
To obtain the Patient Advocate position at Mohawk Valley Health System and apply comprehensive
departmental knowledge obtained through 2 years of volunteering in the Patient Information Office.

Qualifications:
- Excellent interpersonal communication skills with patients, co-workers, and supervisors
- Work effectively in fast-paced environments with strong attention to detail
- Certifications: CNA, CPR and First Aid
- Fluent in Bosnian

Education:
Bachelor of Science in Health Studies, Utica College, Utica, NY (3.8 GPA) • May 2019

Healthcare Experience:
- Patient Information Volunteer, Mohawk Valley Health System, Utica, NY • June 2017-Present
  - Maintain knowledge about patient rights, assisting patients and families with understanding
    advanced directive options, including healthcare proxies, living wills, DNRs, and MOLOS
  - Demonstrate exceptional customer service when speaking with patients and families
  - Conduct research on state and federal healthcare laws, generating reports for supervisors
  - Achievement: Developed the Office’s first multi-lingual brochure, translating information from
    English to Bosnian; worked closely with Spanish, Russian, and Vietnamese translators to ensure
    quality assurance

Volunteer Health Educator, Oneida County Health Department, Utica, NY • May 2017-Present
- Accompany staff to community information sessions, co-facilitating presentations on public health
  issues such as emergency preparedness, vaccinations, environmental health, and flu prevention
- Carefully coordinate logistical details for on and off-site events, paying special attention to the
  facilities, physical set up and accessibility of the events
- Assist in marketing upcoming events, writing and distributing press releases, managing social media
  accounts, and serving as a liaison to broadcast, radio, and print media news outlets
- Achievement: Lead the Department’s first social media marketing initiative, creating accounts on
  Facebook and Twitter

Nurse’s Aide, Rome Memorial Hospital, Rome, NY • September 2015-May 2017
- Assisted nurses on a medical-surgical floor, caring for 10-15 patients daily
- Accurately recorded patients’ vitals and provide support with patients’ personal care and grooming
- Closely followed all care and safety protocols and HIPAA regulations

Student Health Aide, Utica College Health Center, Utica, NY • September 2015-May 2017
- Scheduled up to 25 appointments daily, ranging from routine physicals to women’s health
- Maintained patient procedure rooms and filed confidential medical records
- Achievement: Successfully migrated 300 student athletes’ medical information to electronic records

Collegiate Activities:
Member, President (2017-2018), Health Studies Student Society • September 2015-Present
Student Athlete, Women’s Volleyball Team • August 2015-Present
The reference page is a separate document that accompanies your résumé, and it will highlight the names and contact information for individuals who can speak to your work history or academic knowledge, achievements, and professional character.

- For a polished look, use the same header as your résumé and cover letter, maintaining all fonts, sizes, and use of bolding.

- References should be professional in nature, and people with whom you have a positive working or academic relationship.

- Professors, advisors, mentors, colleagues, and supervisors may all be possible references. Never use family or friends. As you build up your network, you will have more individuals available for possible recommendations.

- Typically, three references are sought by prospective employers, but you may want additional references so you can use different individuals for different positions.

- Always ask permission in advance before listing someone as a reference. Sending a follow up thank you note to those who grant you permission is good professional etiquette.

- Keep your references up-to-date with your job search and make sure they have a copy of your current résumé, as well as job descriptions and information about the positions for which you are applying.
Securing a spot as a top candidate and receiving an invitation to interview is an exciting, but likely the most nerve-racking, part of the job search. Moreover, there are various types of interviews and different styles of questions you will likely encounter. To help you navigate all the possibilities, this guide is designed to offer information and tips regarding what to do before, during, and after the interview.

Before the Interview

Just like exams, the best way to ace your upcoming interview is to prepare as soon and as thoroughly as possible; do not procrastinate! Following the five Ps, proper preparation prevents poor performance, is the most effective way to make sure you are ready for the interview.

Understand the Position
The very first step to your preparation is to be sure that you understand the position. If you do not yet have a complete job description, including the required and preferred qualifications, be sure to ask for this document. You will be expected to understand and share your knowledge of the position during the interview. Research typical starting salaries by geographic region as well using the Bureau of Labor Statistics and professional association salary surveys. Also, inquire about the interviewing type(s) for which you should prepare and who will be joining your interview.

Research the Employer
The interviewer(s) will expect you to know information about the organization, such as their mission, programs, services, products, clients, and the industry in which they operate. Use the employer’s website, information on the Internet (LinkedIn and Google search), and the organization’s marketing material (including social media) to gather information. The organization’s annual report may also be posted online and is an excellent resource for reviewing achievements, goals, and areas for growth and improvement. Also, be sure to research information about the professional interests and accomplishments of your interviewers.

Complete a Self-Assessment
Answering interview questions will become easier if you have a thorough knowledge of yourself. Be prepared to share information within the following areas:
- **Skills and abilities** - identify those that reflect what the employer is seeking, and be ready to discuss those which may require some additional development
- **Experience** - explain how your work, internship, skilled volunteer, and student organization experiences support the job description
- **Career goals** - include short and long term goals and your desire to grow within the organization
- **Values and interests** - discuss what motivates you professionally
- **Education** - relay how your degree and classroom experiences will help you succeed professionally
- **Online presence** - ensure your “brand” and online presence highlights you in a professional manner

Practice Interviewing
With your research in place, understanding the different interview types and practicing answering common interview questions will help ease your nerves and build your confidence. Be sure to also practice non-verbal elements, like maintaining eye contact, smiling when appropriate, sitting up straight, leaning forward to convey interest, and offering a firm handshake. To help you, The Center for Career and Professional Development offers in-person and virtual mock interviews with Optimal Interview software, as what you say can be as equally important as how you say it.
Types of Interviews

Most interviews have numerous phases and usually begin with a phone, or increasingly, an online webcam interview. This screening interview may then be followed by an in-person interview with one or multiple candidates and/or interviewers. Below are some interview types with which to be familiar.

TELEPHONE INTERVIEWS:
More often than not, you will have a telephone interview with one or multiple interviewers before any other type of interview. Designed to screen large numbers of applicants for minimal cost and maximum efficiency, phone interviews allow employers to establish a foundation for the possibility of an in-person interview. If you will be using a cell phone, be sure you have a strong connection and are sitting at a desk in a quiet place without the possibility of distraction. Believe it or not, dressing professionally will also help keep you in a professional mindset and will encourage you to maintain professional tone and language. One benefit of a phone interview is your ability to access your notes about the company, the interviewers, or your practice answers (without noisily shuffling through papers). Do not, however, use this as an excuse to under-prepare.

ONLINE INTERVIEWS:
The ever-changing world of technology has allowed the interview process to move to a virtual format over recent years. Online interviews allow employers to interview anyone in the world with only a webcam and without having to budget for transportation and other costs. Programs such as Skype and Google+ Hangouts are being used to employ this style of interviewing. Some employers may also ask candidates to log in to a portal to record and submit interview answers. Here are a few things to keep in mind:

- Have a professionally appropriate video screen name, profile photo, avatar, etc.
- Test your audio and video equipment before the interview
- Place the equipment in a brightly lit room with a neat and organized background
- Dress professionally from head to toe
- Look directly at your computer screen, not above at the webcam
- Make sure you speak clearly and slowly; you never know when there might be a delay in the connection

BEHAVIORAL INTERVIEWS:
Questions asked in behavioral interviews are based on the premise that past actions and behaviors are the best indicators of future performance. Behavioral interviews require you to explain specific experiences and skills using a story telling format, known as the STARR technique (Situation - Task - Action - Result - Relate). Your answers will provide the interviewer(s) with an understanding of why you are the right candidate for the position. While some employers will exclusively ask behavioral questions, others will undoubtedly use them during other interview styles as well.

PANEL INTERVIEWS:
During panel interviews, you will be answering questions posed by more than one person in the room and maybe even individuals from different departments within the organization. These types of interviews allow for interviewers to be more objective and share their different perspectives regarding the candidate. These are the most common type of interview today, and most candidates should expect to meet with more than one person for an interview. Treat these interviews just like you would if you were interviewing with only one person.

GROUP INTERVIEWS:
These are becoming more common in larger organizations who have many equally qualified candidates applying for a position. During these interviews, employers will simultaneously meet with multiple candidates and are not only focused on your responses to questions, but they are also evaluating the interaction between you and the other candidates. Your verbal and nonverbal interactions will offer the employer insight to skills and behaviors in areas of communication, leadership, teamwork, and more.

ASSESSMENT INTERVIEWS:
As companies become more savvy about the costs of hiring the wrong candidate, additional time may be invested to find the right candidate through assessment interviews. This style of interviewing gives the employer a chance to evaluate various aspects of your qualifications in applied situations. These might include testing, presentations, role playing, using equipment associated with the position, and working with other candidates on larger projects. These interviews can take the whole work day or even span over more than one day.
Typical Interview Questions

**Conversational questions** are open-ended and encourage free-flowing, back and forth discussion. Answer questions with sufficient detail, providing examples and other supporting information when appropriate.

- Tell me about yourself.
- Why are you interested in our organization?
- What do you know about what we do?
- What is your impression of our mission?
- Tell me about your experiences that specifically support this position’s requirements.
- What impact are you hoping to make in this industry?
- Tell me about three top trends in this field.
- What is your greatest accomplishment to date?
- What short and long term career goals do you have?
- How do you plan to achieve these goals?
- How do you personally define success?
- What do you think it takes to be successful in this career?
- Rate your interpersonal, verbal, and written communication skills.
- Tell me about a time when you were flexible to meet others needs or expectations.
- Give me an example of a situation when you had to deal with interpersonal conflict.
- Tell me about a time when you were objective in spite of your emotions.
- Identify a specific experience you manipulated numerical data.
- Explain a time when you were objective in spite of your emotions.
- Do you find yourself to be more of an introvert or extravert? In what kind of situations?
- What motivates you to do your best work?
- What is your greatest strength/weakness?
- If I asked a boss or professor to describe you, what would he or she say?
- How has your education prepared you for this position?
- What were your favorite/least favorite classes? Why?
- Is your GPA an accurate reflection of your ability?
- Do you have any plans for further education?
- What qualities do you seek in a supervisor?
- What criteria are you using to evaluate the organization for which you hope to work?
- What are your salary expectations?

**Behavioral questions** require you to explain specific experiences and skills using a story telling format, known as the STARR technique (Situation - Task - Action - Result - Relate).

- Tell me about a time when you took the initiative to improve organizational efficiency, expand your knowledge base, etc. without being prompted by a supervisor or professor.
- Describe a time when you successfully pitched an idea to a supervisor.
- Walk me through a situation when you used your analytical skills to identify and solve a potential problem.
- Share a creative solution you used to address an issue.
- Identify a specific experience you’ve had in working with conflicting, ambiguous, or delayed information. How did you navigate that experience?
- Tell me about a time when you dealt with multiple, concurrent project deadlines.
- Give me an example of a situation when you had to deal with interpersonal conflict.
- Explain a time when you were flexible to meet others’ needs or expectations.
- Tell me about a time when you were flexible to meet others needs or expectations.
- Give me an example of your use of delegation.
- Tell me about your most successful speech or presentation.
- Tell me about the writing experiences you’ve had that you think will contribute to your ability to succeed at this job.
- Describe your experience editing written documents.
- Share with me a task or project that required you to generate a report using your skills in quantitative literacy.
- Give me an example of when you had to analyze and manipulate numerical data.
- Tell me about a time when your understanding of organizational culture and professional etiquette helped you achieve a desired result.
- Explain a time when you were objective in spite of your emotions.
- Describe a significant professional mistake you have made.
- Identify a time when you failed at a task or project.

**Case questions** require you to apply your expertise and skills to respond to scenarios or cases that interviewers present. Originating from the banking and consulting industries (where a couple case questions may take an hour to answer), they can be easily modified to relate to any field/industry.

- Your first patient of the day has a C6 spinal cord injury. What kind of function and sensation would you expect? What kind of treatment plan might you implement?
- You are working with a client whom you suspect has anxiety issues, and she makes a vague reference about harming someone. How do you respond?
- I spend a third of my money on a house, half the rest on a car and a quarter of what I then have left on furniture. What proportion of my original money do I have left?
- Your corporate client is a ski resort. Natural snowfall has been reduced by 50% over the last 5 years. The client is concerned. What should they do and why?
- You are a new teacher and more than half your class failed your last exam. You are already behind in your lessons due to several days of school closings. What do you do?
- You are on the public relations team of a credit card company whose data has just been hacked, affecting millions of customers. What is your short term strategic communication plan and long term PR campaign?
To help with preparing for behavioral questions, the STARR technique (Situation, Task, Action, Result, Relate) can help you exemplify your experiences and stories, while keeping the anecdotes you’re sharing concise and relevant. The grid below may be used to help you brainstorm possible answers to behavioral questions.

<table>
<thead>
<tr>
<th>Situation/Task</th>
<th>Action</th>
<th>Result</th>
<th>Relate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Describe a specific situation you encountered or task you were responsible for completing. Be sure your example provides sufficient detail for the interviewer to understand the context of your example.</td>
<td>Indicate the action you took to respond to the situation or task. This is the time to emphasize qualities and/or skills the interviewer is seeking in an employee.</td>
<td>Identify the result of your actions, showing your achievement. If possible, quantify your result to highlight the scope of your success. If you were asked to share an example that might paint you in a negative light (ie: tell me about a time you were unsuccessful in meeting a goal), always follow up with what you have learned or how you will improve in the future.</td>
<td>Conclude your example by connecting how this story relates to the position and/or to the organization. This will ensure that the interviewer understands why your story is particularly relevant, and you may have the ability to highlight your knowledge about the organization.</td>
</tr>
</tbody>
</table>

Questions for the Employer

In addition to preparing for the interviewer’s questions, you must also develop questions of your own to ask. Questions that reflect your knowledge of the position and organization are the best, but be sure not to ask questions that may easily be answered on the organization’s website. As a general rule, questions about salary and benefits are not asked during the first interview but may typically be asked during the second interview or when you have been offered the position.

**A list of questions you may like to ask is provided below:**

- What are your immediate expectations for the person who would fill this position?
- What do you anticipate to be the most challenging aspect about this position?
- How will my work be evaluated and how often?
- What aspects do you enjoy most about working here?
- Can you elaborate about the ________ ?
- Given your organization’s mission to __________ , how is success measured?
- In what area is your organization hoping to grow?
- I noticed ______________ in your annual report, what role would this position play to respond to that?
**Arriving for the Interview**

At this point, you should know with whom you are meeting, where you are going, how you will get there, and where you will park if you are driving. Mapping out a route and going on a dry-run is the best way to keep you from being late. If, in the unforeseen event you are running late, be sure to have the interviewer’s telephone number so you can call ahead. Generally speaking, arriving 10 minutes early allows you to have some time to collect your thoughts and indicates to the interviewer that you are a punctual person.

**Making a Good First Impression**

The first few moments are often considered to be the most crucial during an interview, as the interviewer will use this time to evaluate your appearance, personality, and professionalism. Begin the interview with a confident stride, firm handshake, good eye contact, and express gratitude for the opportunity to interview. Be prepared to also engage in some pleasant small talk.

**Etiquette and Appearance**

Generally speaking, interview etiquette suggests you follow the lead of the interviewer. Wait to be invited to sit, or seat yourself after the interviewer has done so. Observe the tone and personality of the interviewer and adjust your tone and mannerisms accordingly. Other etiquette tips include turning off your cell phone, not chewing gum, bringing extra copies of your résumé, your questions, a pen and paper in a padfolio, and being friendly to everyone you encounter.

For most professional interviews, men and women are expected to wear conservative business suits. Consider the purchase of your suit as a professional investment. Be sure your suit is properly tailored. Don’t forget to remove all tags, and cut the stitching to open the vents in the back of suits and suit skirts.

**Additional tips for men and women are listed below:**

**Women:**
- Wear a dark or neutral color suit that is tailored to fit you. Spending extra money for a suit with higher quality fabric is a good idea.
- If you choose to wear a skirt, it should be knee-length and not form fitting with a revealing back vent. Hosiery should be worn.
- Shirts may be button-down or pull-over but should never be sheer, show cleavage, nor show midriffs. Provocative clothing is never professional.
- Be sure shoes are flats or low heels and are closed-toe. Beware of wearing new shoes for the first time, as blisters may form and will cause discomfort.
- Avoid excessive, dangling, or flashy jewelry.
- Conceal tattoos, remove facial piercings, minimize perfume, and avoid brightly colored nails and makeup.
- Style hair in a professional, hassle-free manner away from your face.

**Men:**
- Wear a navy, gray, or black suit that fits.
- Sleeves and pant legs that are too long or short look unprofessional. Spending the extra money for tailoring is a good idea.
- Be sure clothing has no wrinkles or stains.
- Wear a long sleeve, button-down shirt in white or other light, muted color.
- Select a tie that has a conservative color and pattern; use a medium sized-knot.
- Sock color should match your suit.
- Be sure shoes are shined and scuff free.
- Shoes should match your belt.
- Avoid flashy jewelry.
- Conceal tattoos and minimize cologne.
- Shave or trim facial hair. For those with shorter hair, get a hair cut beforehand to keep the back of your neck neat.
- Be sure hands and nails are clean.

**Leaving the Interview**

As the interview comes to a close, be sure to ask for the interviewers’ business cards, which will help when addressing your thank you letter. End the interview with a firm handshake and again express your thanks for the opportunity to interview. It is appropriate to inquire about a time frame regarding when you may expect to hear back about a decision.

Wait until you have left the premises to turn on your cell phone, take off your jacket, change shoes, or let your hair down. The way you exit, just as the way you came in, could be evaluated.
Thank You Letter

A thank you letter, e-mail, or depending on the field, a handwritten note (never a text message) should be sent within 24 hours of the interview. This communication must be without spelling and grammatical errors. If there was more than one interviewer, you may address it to the lead interviewer and extend your thanks to the others in the letter. Provided below is an explanation of the content for a thank you letter, as well as samples for your reference.

**NAME**
Street Address City, State Zip
(Area Code) Phone • Email
Customized LinkedIn URL

Date
Name of Addressee
Title of Addressee
Name of Organization
Street Address, Suite or Box #
City, State Zip

Dear Addressee:

Your opening paragraph should include a statement of gratitude for the opportunity to interview. A brief reflection on the interview or compliment about the organization would also be appropriately placed here.

Your middle paragraph should include a statement of your continued interest in the position and a short reiteration of your qualifications. If necessary, this is also the time to include a valuable piece of information that you did not cover during the interview.

In your closing paragraph, invite the interviewer(s) to contact you if they have any additional questions.

Sincerely,

Sign full name
Type full name

---

**MAILED THANK YOU LETTER:**

**BETHANY OLSON**
125 Washington Street New York, NY 10118
(212) 123-4567 • beolson@utica.edu
www.linkedin.com/in/BethEOlson

July 1, 2019
Dr. Dwayne Brown
Principal
Hudson River High School
1000 Madison Street
New York, NY 10118

Dear Dr. Brown:

Thank you for the opportunity to interview for the Calculus Teacher position you have available. I enjoyed learning more about Hudson River High School, and I am impressed with your students’ recent championship in the Downstate Calculus Competition.

I welcome the possibility of becoming part of your dedicated Mathematics faculty, and I am confident my teaching experience at Utica City Schools and master’s degree from Utica College have prepared me to succeed in this position.

Please extend my thanks to Ms. Clausen and Mr. Allendale as well. If you have any additional questions, please do not hesitate to contact me. I look forward to hearing from you.

Sincerely,

Bethany Olson

---

**EMAIL THANK YOU LETTER:**

**(Subject Line: Thank You for the Interview)**

Dear Ms. Poloczak:

Thank you for setting aside time to meet with me personally on Thursday morning. After hearing more about the Event Coordinator position, I am increasingly confident in my ability to contribute fresh and creative marketing ideas to generate public interest in your events. My experience with cross promoting events and activities using multiple social media platforms will enable you to reach your targeted audience.

I sincerely hope to have the opportunity to utilize my degree in Public Relations and event planning internship experience to your department’s benefit. If you should require any additional information or have questions, feel free to call or email.

Thank You,

Katrina Kimski
54 Elmwood Avenue
Syracuse, NY 13202
Kkimski@utica.edu
www.linkedin.com/in/KKimski
(315) 565-3210

---

**HANDWRITTEN THANK YOU NOTE:**

Dear Ms. Basset:

Thank you for taking time out of your busy schedule to meet with me about the “Get Involved in Government Fall Internship Challenge.” It was fascinating to learn more about how your office acts as the legislative and administrative backdrop of Utica’s City Council.

This opportunity complements my coursework as a Government and Politics major and my interest in participating in Utica’s City Council meetings. I also neglected to mention that I may also be able to help you with your need to provide additional technical support to the City Council. My work experience at Utica College’s Integrated Information Technology Services may allow me to assist you as a side project, if you are interested.

If I can answer any additional questions you may have, please do not hesitate to call, e-mail, or connect with me on LinkedIn using the contact information from our meeting. Again, it was a pleasure to meet you.

Sincerely,

Sebastian Saffer
After the Interview

Following Up
It is permissible to call the interviewer after a week and inquire about your status as a candidate, especially if the interviewer has not provided you with a time frame regarding when the position will be filled. Refrain, however, from repeated phone calls.

Evaluating the Interview
Hopefully, all your efforts in preparation result in a job offer. However, even with a flawless résumé, cover letter, thank you letter, and excellent rapport during the interview, only one person can be hired for the job. If that person wasn’t you, use the interview as a learning experience and evaluate your performance.

A list of questions to ask yourself is provided below:

- How did the interview go?
- What went well?
- What do I need to improve upon?
- Did I seem nervous?
- Was I too talkative, not talkative enough?
- Was I too aggressive, too passive?
- Did I convey interest and enthusiasm?
- Did I highlight skills and qualifications appropriate to the position?
- Were my experiences and achievements thoroughly explained?
- How did I make myself stand out?
- Did I take the opportunity to emphasize my strengths?
- What points did I make that interested the interviewer?
- Was my knowledge of the organization evident?
- How were my questions received?

Expanding Your Network
If your interview went well, but you weren’t offered the job, don’t be discouraged! By meeting people in the industry, you’ve just expanded your network. You may be considered for other employment opportunities within the organization in the future, or your name may even be passed along to the interviewer’s colleagues in other organizations with a recommendation to consider you for their positions. Thus, be sure that you are always professional, and never bad mouth interviewers or the organization - especially on social media.

The Center for Career and Professional Development is Here to Help
In addition to mock and virtual interviews, The Center for Career and Professional Development welcomes you to ask any follow up questions regarding your interview. If you need advice on answering questions posed or even want a second opinion on your interview’s self-evaluation, please don’t hesitate to contact us.
LinkedIn
LinkedIn is the professional response to social media that will help in your transition from college student to working professional. Think of it as a business meeting with over 300 million in attendance, and that includes professionals and companies from all industries and backgrounds all over the world. Not only does LinkedIn give you the opportunity to create a professional profile (virtual résumé) and make “connections,” it is also a powerful tool for job and internship searches. Millions of recruiters use LinkedIn to search for prospective employees, so build a complete profile and stay active in groups and discussions. You can even create your own customized LinkedIn URL using your name, giving you more control of what employers find when they “Google” you. Just as we do with résumé critiques, The Center for Career and Professional Development can assist you in building a profile on LinkedIn.

- Join The Center for Career and Professional Development’s LinkedIn Group
- LinkedIn’s Resource Page for Students and Recent Grads
- LinkedIn Tips for Recent Grads
- What College Students Should Post on LinkedIn

Twitter
Twitter is more like the cocktail party. This micro-blog allows users the opportunity to access important information quickly. Companies are able to easily share information about job or internship opportunities and engage with other industries and professionals about current events. By “following” the companies or organizations in which you are interested, you can stay up-to-date on valuable information. Professionals and companies also use this platform to have discussions on specific topics using the “hashtag” symbol (#), and topics are easy to search through this function as well. Although it might not be as important for you to “tweet” information, it is beneficial to use as a news source and to stay connected to employers for new opportunities.

Just like anything else on the Internet, you want to make sure the information you are receiving is accurate. With the ability to create accounts under any name and/or email, sometimes knowing which accounts are legitimate can be tricky. Twitter helps you find accredited accounts through an easily recognizable blue check mark included in the profile of an account.

- Follow The Center for Career and Professional Development: @UCcareerdevelop
- Using Twitter in the Job Search

Facebook
Facebook is like the conversation at the water cooler amongst friends and is most commonly used in personal interactions. Although many companies and organizations use Facebook, it is important to understand the difference in managing this platform. It is a good idea to “like” pages of companies or organizations that interest you, as it allows you to stay abreast of opportunities and engage with employers in a more relaxed setting. However, make sure you manage your personal privacy settings. Some employers use Facebook as a screening tool, and if you represent yourself in an unprofessional way, it could hinder your opportunities. Likewise, exercise good judgment about whom you choose to “friend,” as they, too, can be a reflection of you.

- Professional vs. Personal Social Media
- Facebook’s Privacy Settings and Policies