



LEHIGH
UNIVERSITY®

CAREER SERVICES

EXPLORING CHOICES... MAKING DECISIONS

CAREER PLANNING GUIDE



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■ ■ CAREER SERVICES

Description of Resources and Services

Career Exploration

CAREER COUNSELING

Meet one-on-one with a career counselor to discuss your personal career plan. If you are researching career options, beginning a job search, or pursuing graduate education, you can find professional guidance in Career Services. Counselors will help you with questions related to selecting a career path, locating an internship, writing a resume, developing interviewing skills, defining job search strategies, researching companies or graduate schools and evaluating job offers.

Assessment

Choosing a career path can be a difficult decision. Interest inventories and assessment tools can help you to select a career path and/or generate options for professions that will best meet your interests, values and skills. Make an appointment with a counselor to learn more about using these tools as part of your career decision-making process.

RESEARCH

The Career Library contains a wide collection of books and publications on the subjects of career planning, career fields and employers, graduate and professional schools, job listings and employer brochures. Information is also available on internships and summer jobs, as well as national and international job opportunities.

CAREER COUNSELING

Workshops

Take advantage of on-campus workshops designed to help you develop the skills you'll need in your job search or to prepare you for entering graduate or professional programs. Interactive and group-oriented workshops provide practical information on topics such as writing dynamic resumes, developing your interviewing skills, conducting a fulfilling and productive job search, using the Internet in your job search, creating a career portfolio and networking. Career counselors are also available to present information to student groups, clubs and organizations, residence halls and Greek organizations. For information on requesting a program, please visit www.lehigh.edu/careerservices and click on Workshops and Events.

Resume and Cover Letter Critiques

Drop off your resume and/or cover letter to be reviewed by one of our counselors or Peer Educators and it will be ready for pickup within two days. You can also meet individually with a counselor to review your resume.

Mock Interviews

Do you know what a behavioral interview is? Have you ever had a formal interview before? A mock interview allows you to practice your interviewing skills in a role-

playing situation. A career counselor will interview you for 15 to 20 minutes on videotape and, afterwards, provide feedback to help you develop interview skills. In addition, you may meet with an industry professional for a mock interview on one of our scheduled Mock Interview Days offered in the beginning of each semester.

PEER EDUCATOR PROGRAM

The Peer Educator Program is a volunteer program of trained peers who assist you with career-related issues. Peer Educators are extensively trained in many aspects of Career Services and in career development including resume and cover letter critiquing, the Lehigh University Career Information Exchange (LUCIE) and the Career Library. (See page 14 for information on LUCIE.)



NETWORKING CONTACTS

The Lehigh University Career Advisory Network (LUCAN) is a group of more than 26,000 alumni volunteers who are experienced professionals in their chosen fields. You can ask these career advisers about career paths and specific industries. Our Career Librarian can provide a list of these alumni through the LUCAN database, referenced by job title, industry or location. Career Services counselors will help you make the most of these networking contacts.

PRE-PROFESSIONAL PROGRAMS

Information, advising, workshops and newsletters are offered to students seeking careers in the legal and health professions. Numerous resources and information on graduate and professional programs can be found on file in the Career Library.

■ ■ Experiential Education

Gaining “hands-on” experience in a specific job or industry gives you a deeper understanding of the field. Experiential Education allows you to gain experience in a work environment while developing marketable “real world” skills. The Career Services professionals can help find the right opportunity for you.

EXTERNSHIPS

Externships are designed to assist you in gaining exposure to a specific career or career field. Ranging from one to five days, they provide a wonderful opportunity for you to “shadow” a Lehigh alumnus or other professionals in the

workplace. These externships, which are scheduled during the winter break, are offered in the Arts & Sciences, Business and Engineering colleges.

COOPERATIVE EDUCATION (CO-OP)

Co-Op is a selective program at Lehigh available to engineering students. Designed to provide eight months of paid, full-time work experience that bridges the gap between engineering theory and application, a Co-Op position allows you to graduate within a four-year time frame. Because of the rigorous academic schedule, only the top students in the sophomore class are invited to participate in the program. Interviews and selection by the companies takes place in the spring semester of sophomore year. Once selected, you attend Lehigh for a summer schedule of junior-level course work, then begin your first work rotation with the sponsoring company in mid-August. This first rotation lasts until the end of December or the beginning of January, when you return to Lehigh for the second semester of your junior year. The Co-Op experience is completed with the second work rotation the following summer.

INTERNSHIPS

An internship helps you gain on-the-job experience in your field of interest. These experiences can be as short as a few weeks or as long as a few months. Some positions are paid, others may receive course credit, and some may



be purely for the experience. Internships provide you with a valuable opportunity to develop skills that complement your classroom learning and give you an opportunity to learn about the world of work. Internship opportunities are posted on LUCIE (see page 14). Meet with a career counselor to develop a search strategy to that will help you find an internship to complement your academic achievements.

■ ■ Job Searching

JOB OPENINGS

LUCIE is a Web-based system that allows registered students and alumni to access job information and place their resumes online. All registered undergraduate and graduate students can participate in the On-Campus Interviewing process. You can review lists of employers recruiting Lehigh candidates and information about upcoming on-campus employer information sessions at www.lehigh.edu/careerservices.

ON-CAMPUS INTERVIEWING AND EMPLOYER INFORMATION SESSIONS

Hundreds of employers interview candidates on-campus for full-time, internship and Co-Op positions between October and April. Many employers offer special on-campus information sessions to help you learn more about their organizations. Employers interview students from all colleges. Go to www.lehigh.edu/careerservices to register for on-campus interviewing. You can also attend overviews of the on-campus interviewing program at the start of each semester.

CAREER FAIR

Each fall, Career Services features a Career Fair for all students. Come and meet employers seeking a variety of candidates during the fall and spring semesters. Whether you are seeking a full-time position or an internship, meeting employers early can provide you with a distinct advantage.

■ ■ Graduate and Professional School Options

Not everyone decides to enter the work force upon graduation. Many students choose to further their education by attending graduate school. Counselors can advise you on searching for schools and graduate programs, completing applications and testing procedures, writing personal statements, and making the appropriate choice for your individual needs and desires in a program.

INDIVIDUAL COUNSELING

You can meet one-on-one to discuss graduate and professional school options and how to enhance your candidacy for such programs through academics, internships and experiential learning.

WORKSHOPS

Information concerning the application process for health professions, law and graduate school is presented each semester. Please reference www.lehigh.edu/careerservices for updated workshop and seminar information.

GRADUATE SCHOOL TESTING

Information booklets (which include registration information) are available in the Career Library for the GRE, GMAT, LSAT, and MCAT, DAT, and OAT. Check out the timetable to find the best time to prepare for an admissions exam.

▣▣ Planning Ahead

▣▣ Setting Career Goals...

No doubt you have already been asked by someone, “What do you plan to do when you graduate?” or “What can you do with a major in...?”

There are no magic formulas or simple answers to either of these questions. In fact, most people average seven to ten jobs and three to five careers in a lifetime. The probability of change in your professional life is very high.

REVIEW THE PAST

As you think about your immediate plans and the long-term possibilities, you will want to assess carefully and candidly your own unique interests, abilities, skills and values.

Ask questions like:

- What skills and interests have I developed through classroom/campus activities? What are my greatest personal/academic achievements?
- What were my favorite courses and why? If I could take one course over again, which would it be?
- What responsibilities did I have in summer and part-time jobs and campus/civic functions? What skills did I use/develop in these activities?
- Do I work well in large groups, small groups or by myself? Why? With what type of people do I most enjoy working?

- How have I developed my communication skills?
- Do I enjoy structure or flexibility in the tasks I perform?

Use this information to create a profile for setting goals based on your strengths and interests. You can arrange an appointment with a counselor to work on your self-assessment and career goal setting. Counselors may use assessment tools such as SIGI3, the Myers-Briggs Type Indicator and the Strong Interest Inventory in assisting you with your career planning.

LOOK TO THE FUTURE

Once you have identified and prioritized your career needs and preferences, you can begin evaluating options from both short- and long-term perspectives. Consider work functions, settings, cultures, organizational relationships and geographic locations. Also consider what elements will be necessary to balance your personal and professional goals.

It will be helpful for you to set short- and long-term goals. Employers will evaluate you not only for what you can offer immediately, but also for your future potential. Thinking ahead and planning in the context of your career will demonstrate your ability to apply these skills to your future work responsibilities.

■ ■ ...and Exploring Options

MAJORS AND CAREERS

Your major is not the title of your future job, nor is it necessarily related to the field of your career interest. In most cases, students in the same major begin their careers in diverse environments and job functions and continue to expand their professional interests in a variety of ways.

Like many Lehigh alumni, you will experience changes in your career and will need to be knowledgeable about the world of work, the marketplace and how your needs can be met there. Don't limit yourself by looking for an easy formula that suggests certain majors lead to certain jobs. Instead, manage your own career development by setting goals based on your interests and awareness of the options available.

Listed below are some of the options you will want to explore as you set out on the career path of your choice.

EMPLOYMENT

Within each of the work sectors identified below, you will need to consider the kind of work you want to do. Research career fields in the Career Library, conduct informational interviews with professionals, and gather information on different employers.

- **Business/Industry:** Employers vary in size, type of product/ service and the candidates they hire.
- **Government:** Federal, state and local opportunities are available for candidates in all disciplines.

- **Education:** Various career options in addition to teaching and administration are available in public and private schools, colleges, and training centers.
- **Nonprofit:** Various agencies and organizations offer diverse opportunities; options include social services, hospitals and medical services, cultural foundations and centers, museums and community services.
- **Professions:** Law, medicine, clergy, etc., attract candidates from all disciplines.
- **Private Enterprise:** Individual and private ownership in a variety of forms, including entrepreneurial initiatives like start-up companies and small business ventures.

GRADUATE STUDY

Graduate programs are designed to prepare you for a profession (i.e., law, medicine, business, social work, research, teaching, etc.). You will need to evaluate the choice of graduate study in terms of your long-term goals. Your commitment will require more detailed focus of interests, study in greater depth and more independent efforts and direction toward future goals.

ALTERNATIVES

Some individuals may want to volunteer, use interim employment to develop skills and knowledge, or try self-employment to pursue unique interests. It may be helpful to meet with a counselor to discuss strategies for pursuing these options.

■ ■ Networking

Networking is an ongoing process of forming contacts and then maintaining the relationships by keeping your contacts aware of your progress. It enables you to establish relationships with people in your field or industry of interest. The people you connect with are invaluable resources for advice and potential job leads.

POTENTIAL CONTACTS

- Friends and relatives
- Faculty
- Alumni - you can find alumni who are involved in specific career fields through LUCAN.
- Former employers and colleagues
- Professionals you know
- Customers or suppliers with whom you have worked
- Members of professional organizations
- Members of your fraternity or sorority
- Contacts found in directories, registers and professional magazines, newsletters and journals

You will establish contacts in a number of different settings, including networking receptions, career fairs and informational interviews. Lehigh's Career Networking Receptions are held in various geographic areas, typically



over the winter break. These are great opportunities to meet alumni and other professionals in various industries from your area of interest.

■ ■ The Informational Interview

An informational interview is a meeting you arrange with someone in your field of interest. The purpose of the meeting is for you to ask questions and gather information and advice about the field. It's also an opportunity to practice your interviewing and presentation skills. Remember – you never know when the professional you are interviewing will connect you with a contact or potential job lead.

Consider the following suggestions for devising strategies to speak with people whose jobs seem appealing to you.

PREPARE A PLAN

- Define your field of interest. Consider work environments, career areas and positions in particular organizations.
- Determine the kind of information you want to obtain.
- Review the recruiting literature and other resources in the Career Library to get background information on a wide variety of organizations.
- Clarify your own interests and skills; create questions that can lead to information about how they relate to the jobs and career paths you are exploring.

DEVELOP CONTACTS AND ARRANGE INTERVIEWS

- Introduce yourself to networking contacts (through mail or phone) by stating a common connection (Lehigh, for example).
- Set up a brief interview time (about 30 minutes).
- It is good practice to conduct the interview at the professional's place of work.
- Take notes during or after the interview so that you can evaluate the information you receive.
- Respect the individual's busy schedule and don't overstay your welcome.
- At the interview, ask questions that are most important to you, such as:

- What led you into this type of work?
- How did you prepare yourself for what you are doing?
- What do you like most and least about your job?
- What educational background, experience and skills are necessary for success in your career field?
- What do you do in a typical day?
- What types of projects do you work on and what types of people do you work with?
- How can I meet and make contacts with others in this profession?

FOLLOW-UP

- Create a positive impression through prompt and effective communications.
- Write a letter expressing your appreciation for the person's time and consideration. Include details from the informational interview that you found especially interesting and useful.

EVALUATE AND ASSIMILATE

- Use the information you have gathered to help develop and refine your career interests/objectives. Also, you can use the network you have developed for potential contacts and send them your resume when you are ready to apply for specific jobs.

■ ■ Implementing Strategies

■ ■ Researching Employers

There are a multitude of resources in our Career Library that provide you with information regarding various career fields, industries, specific company backgrounds and alumni connections. Electronic resources usually provide the quickest and most up-to-date information. Our career counselors and Career Librarian will help you navigate through these resources as you plan your career.

WHAT YOU SHOULD KNOW ABOUT COMPANIES AND ORGANIZATIONS

- History of development
- Products/services/markets
- Market share/competitors
- Company/Organization size
- Recent changes within the organization
- Strategic plans
- Financial status of company/organization — current and trends over recent years
- Location of the company/organization (and what transpires at the site in which you are interested)
- Overall reputation
- Contributions to the industry or field
- Career paths offered

WHY DO THE RESEARCH?

- You can better tailor your cover letter and your interview answers to meet the needs of the company/organization.
- When the employer asks you questions, you can show that you're prepared and knowledgeable; this indicates professionalism.
- When it is your turn to ask questions, you can ask questions that are pertinent and insightful. Employers will see that you are proactive in your search for information.
- You can show the employer your specific interest in working for them.
- You're able to look at the company/organization to determine for yourself if you really want to work there.

WHERE CAN I LOOK FOR INFORMATION?

Company/Organization Web Sites

Career Library

- Electronic Resources (Lexis-Nexis, Dow Jones News/Retrieval Service, Wall Street Journal)
- Hundreds of books, brochures and articles found both in hard copy and in online periodicals, e-journals and books, and various databases.
- LUCAN: Lehigh University Career Advisory Network (see page 2)
- Students can use the computers in our Career Library to access employer Web sites.
- Company literature is available in a variety of formats for your use.

Distance Job Search

INTERNATIONAL STUDENTS IN THE UNITED STATES

- Familiarize yourself with current immigration legislation and the special issues you face in your job search. Contact Lehigh's International Students and Scholars Office for information.
- For the best long-term employment opportunities in the United States, research employers who will value both your expertise and specialization.
- Use Career Library resources to identify options in the United States and abroad with multinational employers.
- Set up appointments with the Career Services staff to discuss resumes, interviewing and your special job search needs.
- Attend fall semester workshops offered by Career Services and the International Students and Scholars Office.
- The two most important job searching skills are networking and marketing to prospective employers. Build these skills by participating in activities outside of the classroom.
 - Join student clubs and professional organizations.
 - Talk to your professors during office hours.
 - Meet and build relationships with professionals from your home country by contacting your embassy/consulate or Lehigh University alumni who work internationally.
 - Develop networking connections through cultural and social organizations in your home country.

LONG-DISTANCE SEARCH

- Participate in Lehigh's local alumni club activities.
- Network with Lehigh professionals through LUCAN (see page 2).
- Attend career fairs and relevant professional meetings in your targeted area. Take advantage of opportunities to meet with potential employers for that area.
- If possible, visit the area in advance to become familiar with your options. Use your time effectively by making contacts and arranging interviews prior to your visit.
- If you are going abroad, register with LUCIE (see page 14) before you leave.

WORK ABROAD FOR U.S. STUDENTS

- Identify specifics from your background and experience (e.g., courses, travel, internships, language proficiencies, etc.) to emphasize on your resume.
- Research options using faculty and others in your network of acquaintances, along with Career Library resources, campus career programs, etc.
- Familiarize yourself with requirements for permission to work in foreign countries through Lehigh's International Students and Scholars Office and the Study Abroad Office.
- Consider options for beginning an international career, such as teaching, volunteer work, foreign service, etc.
- Begin early! This type of search is time consuming.

■ ■ Principles for Professional Conduct

Career services and employment professionals are involved in an important process — helping students choose and attain personally rewarding careers, and helping employers develop effective college relations programs that contribute to effective candidate selection for their organizations. This process requires commitment from everyone, including students, to follow principles for professional conduct.

These principles are intended to serve as a framework within which the career planning and recruitment processes should function, and as a foundation upon which professionalism can be promoted. Lehigh’s Career Services Office is dedicated to:

- Maintaining open and free selection of employment opportunities in an atmosphere conducive to objective judgement
- Maintaining a recruitment process that is fair and equitable to candidates and employing organizations
- Supporting informed and responsible decision making by candidates

STUDENTS’ PRINCIPLES

- Honor Career Services policies and procedures.
- Prepare for job search and interviewing and accurately present qualifications and interests.
- Request interviews only when genuinely interested in the position for which the organization is interviewing.

- Adhere to the interview schedule.
- Notify organizations of the acceptance or rejection of offers by the earliest possible time and no later than the time mutually agreed upon.
- Honor an accepted offer as a contractual agreement. Once an offer has been accepted, withdraw from the interviewing process and notify Career Services, as well as other employers that have extended offers.
- Expect reimbursement of expenses incurred during the plant/office visits only for those expenditures pertinent to the trip.
- Notify Career Services of post-graduate plans including job offers and acceptances, graduate school choice, etc.

EMPLOYERS’ PRINCIPLES

- Be responsible for the ethical, legal and professional conduct of your organization’s representatives throughout the recruiting process.
- Use your company’s qualified and trained interviewers who use professionally accepted recruiting, interviewing and selection techniques.
- Make a full and accurate presentation of your organization, employment opportunities and any other relevant information during the recruiting process.
- Maintain equal employment opportunity (EEO) compliance and follow affirmative action principles in recruiting activities.
- Maintain the confidentiality of student information.
- Cooperate with the policies and procedures of the Career Services Office.

This includes honoring scheduling arrangements and recruitment commitments, notifying the department of all job offers and final acceptances, and honoring all employment offers that are accepted as a contractual agreement.

- Respect the legal obligations of Career Services and request only those services or information that legally can be provided.
- Advise Career Services of all recruiting-related activities not conducted through that office.
- Reimburse student expenses that are incurred on plant/office visits.

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■ ■ Policies for On-Campus Interviewing

On-campus interviewing provides you with opportunities to meet with various employers who have posted jobs with Career Services. This service is available to undergraduate and graduate students who are enrolled in an academic program at Lehigh University. Our career counselors will help you decide which positions match your goals and interests and will assist you through this process.

Please refer to the eligibility, registration and sign-up procedures listed below:

A. ELIGIBILITY

1. If you are a graduating senior you may interview on campus for full-time employment for a total of two semesters, and for up to six months after receiving your Lehigh degree. If you decide not to interview for a given semester, you should contact Career Services in order to ensure your ability to take full advantage of two semesters of interviewing.
2. If you are enrolled in a graduate degree program, you may take campus interviews at any time after you have begun your studies, but no more than six months after receiving your Lehigh degree.

3. You may interview on campus for summer or internship employment if you are enrolled in either an undergraduate or graduate program.
4. There are a number of opportunities if you are an alumnus who is beyond the post-graduation interviewing time frame. You may use employer contact information from LUCIE to arrange independent interviews and also attend employer information sessions on campus. Contact Career Services to obtain your alumni LUCIE account at (610) 758-3710. We encourage contacting the Lehigh University Alumni Association (LUAA) to participate in their specialized career planning services. You can view the LUAA Web site at www.lehigh.edu/alumni.

B. PREPARATION REQUIREMENTS

To participate in on-campus interviews, you are:

1. Required to register with LUCIE
2. Encouraged to attend the “Career Services Overview” session and review the Principles for Professional Conduct on page 11.

INTERVIEW PRESELECTION AND SIGN-UPS

1. You must apply for interviews through LUCIE. Once you have applied for the interview, the company will preselect candidates for interviewing based upon their requirements for the position. You are required to sign up for interviews for which you have been preselected.
2. It’s important for you to attend all interviews for which you’ve been selected. If there is an extenuating circumstance why you can’t make an interview,



you need to discuss this with Career Services at least three working days before the interview.

3. Missing an interview without the proper notification is disrespectful to the company and doesn’t allow another student to take the interview. If you miss one interview, your privileges will be temporarily cancelled and you will be required to submit a letter of apology to the corporate representative (with a copy provided to Career Services) in order to resume interviewing.
4. If you miss more than one interview (e.g., not signing up without prior notification to Career Services or not showing up for an interview), the remainder of your scheduled interviews will be cancelled. You may appeal this decision by submitting a written statement to the Director of Career Services for review and appropriate action.
5. You are expected to sign up for your own interview slots. If circumstances arise (e.g., office and plant trips) that make you unable to sign up on the prescribed day, contact Career Services staff to discuss alternatives.

■ ■ Lehigh University Career Information Exchange (LUCIE)

Lehigh University Career Information Exchange is a Web-based system that allows Career Services to provide access to job information, on-campus interviewing and additional career services.

HOW TO USE LUCIE:

1. *Go to the Career Services Web page*

Our address is www.lehigh.edu/careerservices. On the main page is a link to LUCIE.

2. *Register*

In order to register, you will need to follow online instructions to activate your account.

3. *User Guide*

Obtain a student user guide in Career Services to lead you through the LUCIE system.

FEATURES ON LUCIE INCLUDE:

1. *Searchable Job Listing Database*

All positions that employers list with Lehigh University are in this database. You can search for these positions based upon a wide array of criteria. You can apply for on-campus interviews by submitting a LUCIE resume. Other listings will provide you with contact information so you can submit your resume with a cover letter directly to the employer via mail, email or fax.

2. *Resume and Academic Profile*

You will need to create a resume and academic profile in order to apply for on-campus interviews. Your online resume will also enable you to participate in the Lehigh Resume Books, our resume referral service.

3. *Lehigh Resume Books*

This service provides resumes to employers in a searchable database. When you participate in this service, your resume can be viewed by employers based on the career preferences you provide. Employers who view your resume and consider you a candidate for a position will contact you directly to set up an interview.

4. *Information Sessions*

Recruiters often use Information Sessions to familiarize students with their companies and the opportunities available for students. Please note that attending Information Sessions is a critical part of the recruiting process. If you have been selected to interview with a company, you should make every effort to attend these meetings. It is often a great way to meet the recruiters in a less formal setting, as well as to learn more about a company and the company culture.

■ ■ Writing a Resume

An effective resume does more than serve as a summary of the facts about yourself. It focuses the employer's attention on your special abilities for a particular career field or function. Your resume is really an advertisement or sales presentation about you. The resumes on the following pages are examples of how your resume may look. Generally a resume should include the following:

OBJECTIVE/SUMMARY STATEMENT

Most employers look for a specific career objective on your resume, while others may look for a combination career objective and summary statement.

A career objective is a brief functional statement of your career goals or interests and should help organize your resume. It can describe the position you are seeking, the industry in which you wish to work, or both. Using both criteria narrows your objective to a very specific area.

For example:

- To obtain a position as (type of position) using (skills) in (type of industry).
- A position in a management training program in the (type of industry or company).

A career objective is especially helpful on your resume when you are widely distributing your resume without a cover letter (e.g., a career fair). They are also helpful

when you are applying for an internship or Co-Op position to differentiate you from those seeking full-time employment.

A summary statement provides additional information about your career goals and showcases your attributes in greater detail. You should add noteworthy success factors from your experience or background.

For example:

- Won first place in a student group project, which enabled me to obtain an internship from a select industry employer.

When using either the objective or the combination objective/summary statement, avoid cliches such as "opportunity for advancement," "a challenging position," and "a progressive company." These terms may sound appealing but have little meaning to the person selecting candidates. Your wording should be realistic, concise and targeted. Your career counselor will help you decide which approach to use and will critique your choice of wording for the best presentation.

EDUCATION

This section should include the name and location of Lehigh and other colleges attended in reverse chronological order; major and graduation date; significant courses in your major/minor/electives; honors and special projects. G.P.A. is optional but is suggested if it is above 3.0.

SPECIAL SKILLS

Skills can include computer competencies (list applications in order of importance), procedures/techniques utilized in your field, equipment you can operate (scientific, etc.), foreign languages, etc.

EXPERIENCE

Experience can be listed in one or more separate categories. All experiences should be listed in reverse chronological order. Include title, organization name and location and dates. Use action verbs to describe responsibilities and achievements (see Action Words, page 22).

Related Experience is any experience that relates to your career objective. Therefore, part-time or summer jobs, internships, Co-Ops, class projects, volunteerism, and clubs can all be related experience. You should describe in detail, as though it were a “job,” any experience in this section. Listed below are some examples of activities that can be used in the related experience section. Make sure that your activities relate to your career goals. (If it does not relate, it may be Leadership, Research, Other Experience, or any section you choose to create.)

- *Brown and White*
- Senior Thesis
- Teaching Assistant
- Clubs/Organizations
- Amaranth
- Integrated Product Development (IPD)
- Externships
- Investment Club
- Baja Racing Car Team
- Epitome
- LU Management Assistance Council (LUMAC)
- Design Classes
- Internships
- Independent Research
- Volunteer Positions

Other Experience includes any other employment or experience that demonstrates transferable skills. Transferable skills are those skills and abilities you acquire in any position that can be utilized by a future

employer. You should consider what you learned in each role that can “transfer” to another role. Examples of transferable skills include organization, creativity, design, writing, fund raising, research and planning. Specific, or technical, skills should be associated with positions you describe in the Related Experience section.

Leadership, whether as an individual with an official title or as an involved member, gives you skills and experiences valuable to any employer. Leadership activities should be described almost as a job experience. Use action verbs to describe your responsibilities.

Leadership activities can include:

- Resident Assistant (Gryphon)
- President/Vice President/ Chair of a club or committee
- Study abroad
- Conferences attended
- Presentations
- Leadership by example
- Volunteerism

ACTIVITIES

List clubs, committees and organizations of which you are a member, including sports, clubs, Greek affiliations, hobbies, etc. However, do not repeat clubs and organizations listed on your resume in a different section.

REFERENCES

When employers request references, they will be interested in people who can provide information on your performance as a student, on the job or in extracurricular activities.

Carefully select references who know you well enough to offer concrete examples of your strengths.

Always contact references before you share their contact information with employers.

Make sure you provide your references with a copy of your resume. You may also want to include a brief abstract detailing the position you are seeking, what has led you to this goal, and any major accomplishments or experiences that have influenced your career path.

- Suggest in your cover letter that you would be happy to provide names and contact information for references upon request.
- Your name, address and phone number should appear at the top of your reference list. It should be printed on resume paper. “References” should appear on the page, followed by three to five contacts. Include the individual’s name, title, work address and phone number, and e-mail address if applicable. Place the individual whom you’ve known the longest at the top of the list, or else the one who can provide the most positive information about you.
- In cases where your references are recognizable to the employer, you may want to enclose them with your resume on a reference list.
- It is helpful to bring your reference list with you to interviews to have on hand if asked.

■ ■ Aesthetic Presentation

LAYOUT

Start with ½” margins to provide room for details. Use one font throughout your resume, no smaller than 11 points. While the Objective and Education sections will generally appear first, the rest of your sections should follow in order of importance in relation to the Objective. Consider the readability of your resume: Do sections progress logically from one to the next? Do your degree(s), school(s), titles, companies/organizations and skills stand out easily?

DESIGN ELEMENTS

Use highlighting techniques (bold, underline, italics, capitalization and size) to call the reader’s attention to important areas on your resume. Margins, indentation and spacing contribute to a professional appearance. Use neutral-colored resume paper and an easy-to-read formal font. Proofread carefully; errors and misspellings create a poor impression. Laser-printed copies are best, although high-quality photocopies on resume-quality paper are acceptable.

LENGTH

Limit length to one page, for undergraduate student resumes. Length can exceed one page for graduate student resumes.

FOR MORE ASSISTANCE:

- Attend resume workshops offered throughout the year.
- Have your resume critiqued by a counselor or Peer Educator.
- Refer to resume resources in the Career Library.
- Attend the Career Services Resume Marathons at the beginning of each semester.

CHRONOLOGICAL RESUME #1

■ ■ Resume Formats

How you organize the facts about yourself can have a major influence on the reader's image of you. All of the following types of resume formats can be used effectively. Samples of each type are included in this Career Planning Guide.

CHRONOLOGICAL: Traditional resume format that lists most recent experiences first. Highlights relevant experience, skills and accomplishments that directly relate to the position you are seeking.

SKILL-BASED: Highlights selected functional areas that most relate to career interests. For example, if you are a psychology major interviewing for a marketing position, you would highlight your skill set related to the position and not your educational degree.

COMBINATION: Incorporates elements from both chronological and functional resumes. Flexible format that spotlights experience, achievements and skills.

Name

Campus Address: 123 Fifth Street, Bethlehem, PA 18015, sierra@lehigh.edu
Home Address: 456 John Muir Drive, Merced, CA, 00000, 111-222-3333

Objective

Summer employment in the field of geology or environmental science with special interest in fieldwork and research.

Education

Lehigh University, Bethlehem, PA
B.S. Earth and Environmental Science, May 2008
Major GPA: 3.3
Courses include: Environmental Geology, Geomorphology, Sedimentology and Stratigraphy, Hydrogeology, Structural Geology, Science and Technical Writing.
Honors: Dean's List, National Society of Collegiate Scholars

Related Experience

Independent Earth and Environmental Research, Lehigh University, Summer 2006

- Mapped esker splays onto topographic maps by analyzing aerial photographs of Labrador, Canada.
- Examined potential relationship between the location of the esker splays and the retreat of the ice margin.

Water Quality Research, Lehigh University, Fall 2005

- Worked in titration laboratories to determine alkalinity and buffer capacity.
- Determined turbidity and biochemical oxygen demand of wastewater.
- Analyzed the efficiency of coagulation/flocculation processes.

Geology Field Camp, Boulder, Colorado, Summers 2004 and 2005

- Mapped sedimentary, igneous, metamorphic, and glacial deposits in the Rocky Mountains.

Skills

Scientific: Glacial, structural, and basic geologic field mapping
Computer: Excel, Access, PowerPoint

Leadership Experience

Team Leader, Outdoor Adventure Program, Lehigh University, Summer 2005

- Led a team of four first-year students on a canoe trip on the Delaware River.
- Trained in first aid and CPR.

Additional Experience

Sales Associate, REI, Fremont, CA, Seasonally 2003-Present

- Provided customer service to outdoor enthusiasts.
- Tested products for durability and comfort on extended backpacking trips.
- Wrote reviews of products for store and online recommendations.

Activities: Earth and Environmental Sciences Club, Ski Club, Colleges against Cancer

CHRONOLOGICAL RESUME #2

Name	
School: 39 University Drive, Box S000 • Bethlehem, PA • 18015 • 610-555-5555 Home: 123 Main Street • Hometown, PA • 15784 • 724-555-8899 student@lehigh.edu	
Objective	To obtain a full-time position in investment banking using strong communication and analytical skills.
Education	Lehigh University , Bethlehem, PA B.S. Finance, minor in Engineering May 2007 GPA: 3.10 Academic Honors: Phi Eta Sigma Honor Society, Winthrop Scholarship Courses: Advanced Financial Modeling, Financial Flows and Markets, Derivative Security Markets, Investments, Corporate Finance, Public Speaking, Business Communications, Marketing
Skills	Computer: Bridge, Ibbotson, Lotus 1-2-3, Excel, Word Language: French - fluent
Related Experience	City Federal Savings & Loan, Intern , Piscataway, NJ Summer 2006 <ul style="list-style-type: none"> • Managed specially assigned projects for the Strategic Planning Commercial Lending department. • Presented independent projects at management meetings. • Represented the firm with prospective commercial clients. Portfolio Allocation and Analysis Project , Lehigh University Fall 2005 <ul style="list-style-type: none"> • Recommended a \$100,000 portfolio consisting of 12 securities from three different markets. • Tracked and analyzed the performance over an 8-week period. • Presented the final analysis in a 15-page paper. Merrill Lynch, Externship , Merrill Lynch, New York Winter 2005 <ul style="list-style-type: none"> • Observed the operations of a large investment firm over 3 days. • Met with individuals representing client services, portfolio management, and marketing. • Interviewed the Vice President of Client Relations.
Leadership	Treasurer , Class of 2006, Lehigh University Fall 2003 – Present <ul style="list-style-type: none"> • Manage budget of \$20,000 and allocate funds appropriately. Investment Club , Lehigh University Fall 2004 - Present <ul style="list-style-type: none"> • Coordinate weekly meetings and monthly professional speaker series
Additional Experience	Datatek, Inc. , Office Assistant, Piscataway, NJ Summer 2005 Greenwich Swim Club , Instructor, Greenwich, CT Summer 2004
Activities	<i>Brown and White</i> Newspaper Campus Life Committee International Travel: Zimbabwe, Uzbekistan, Belgium, England, France, Chile

CHRONOLOGICAL RESUME #3

Name			
ima@lehigh.edu			
School Address	111 Montclair Avenue Bethlehem, PA 18011 610.555.2222	Permanent Address	82 Stones Throw Baltimore, MD 20005 410.555.3333
OBJECTIVE	Project Engineering position in the telecommunications field.		
EDUCATION	Lehigh University B.S. Electrical Engineering GPA Overall: 2.8 Related Courses: Fundamentals of Semiconductor Devices, Signals and Systems, Principles of Economics, Computer Architecture	Bethlehem, PA May 2007	
RELATED EXPERIENCE	International Electrical Devices <i>Associate Engineer</i> Assisted in the design and manufacture of integrated circuits used in satellite communication systems. Performed quality control tests for circuit stability. Prepared reports of test results using MS Access. Presented results to the engineering group of 25.	Fairfax, VA May-August 2005	
SKILLS	Computer: HTML, C++, MS Visual Studio, MS Office Language: Spanish – fluent, French - conversational	Circuitry Design Project <i>Digital Control Systems</i> Worked with a team of five students to analyze a circuitry system. Researched various types of systems to recommend best possible solution. Modeled a working system solution via computer. Drew circuitry plans and presented findings in a report to the class.	
LEADERSHIP	Panhellenic Council Representative Attended Panhellenic Meetings as the representative of Kappa Alpha Theta Sorority. Reported on meetings to sorority members. Served as sorority liaison to the Panhellenic Executive Board.	Lehigh University September-December 2004	
ADDITIONAL EXPERIENCE	J & S Electrical Supply Company <i>Service Assistant</i> Provided support service to sales staff engaged in the sale of electrical components to large electronics firms. Maintained accurate records, filed orders, monitored inventory, and provided warehouse support.	Baltimore, MD Summer 2004	
ACTIVITIES	Bureau of Recreation <i>Pro Shop Attendant</i> Generated approximately \$2,000 in sales per week utilizing customer service skills. Recorded daily sporting goods sales. Scheduled playing times for eight courts.	Baltimore, MD Summer 2003	
	Institute of Electronics and Electrical Engineers, Kappa Alpha Theta, Alpha Phi Omega Service Fraternity, Global Union		

SKILL-BASED RESUME

Name

School: 39 University Drive, Box A000, Bethlehem, PA 18015 • 610-974-0001
Home: 88 Street Road, Chapel Hill, NC 27514 • 919-888-9999

OBJECTIVE

Public relations position with an emphasis on writing and directing promotional campaigns.

RELATED SKILLS

Public Relations

- Assisted small business owners as part of a course in Public Relations and Marketing.
- Prepared profiles and Public Relations programs for businesses, emphasizing increased sales and public image.
- Coordinated and prepared newspaper and radio releases for an arts school.
- Organized and executed publicity campaigns for concurrent theater productions.

Editorial

- Supervised 12 editorial departments and more than 100 staff members.
- Expanded cultural coverage to include reviews of all campus theater productions.
- Served as news, editorial page, and managing editors.
- Managed copy editing, designed and produced page layouts.

Writing and Reviewing

- Participated actively in extensive news reporting and feature writing.
- Worked for a five-edition newspaper covering Central New Jersey.
- Completed interviews and feature writing.
- Reviewed local professional and amateur theater productions.

WORK HISTORY

Intern , Dougherty Associates (public relations firm), Bethlehem, PA	Spring 2007
Editor-in-Chief , <i>Brown and White</i> , Lehigh University	Fall 2006-Spring 2007
News Intern , <i>Courier News</i> , Bridgewater, NJ	Summer 2006
Reporter/Reviewer , <i>Brown and White</i> , Lehigh University	Spring 2005-Fall 2005
Staff Journalist , Summer Workshop for Creative Arts, Inc., Westfield, NJ	Summer 2005

EDUCATION

Bachelor of Arts in Journalism (May 2007), LEHIGH UNIVERSITY, Bethlehem, PA
GPA: 3.77
Honors: Sigma Tau Delta English Honor Society, Dean's List (5 semesters), Sophomore Academic Honors, Williams Scholarship for Academic Achievement

COMBINATION RESUME

Name

123 East 15th Street, Boston, Massachusetts 02115
617-555-5555 • Alcott@lehigh.edu

OBJECTIVE

To obtain a full-time position as a Project Coordinator for a Special Events Organization

EDUCATION

Lehigh University, Bethlehem, PA
Bachelor of Arts in International Relations, May 2007
GPA: 3.47
Honors: Phi Beta Kappa; Dean's List; National Society of Collegiate Scholars

RELATED EXPERIENCE

Intern, Event Management Associates, Lexington, MA Summers 2004-06

Event Planning

- Planned meetings and conferences for 20-300 participants for two to four days
- Assisted with planning of conferences with budgets in excess of \$2.5 million
- Coordinated speakers' travel arrangements and technology for presentation needs

Fund Raising

- Created targeted corporate sponsorship list
- Cold-called targeted list, resulting in a 25% increase in corporate sponsorship

Project Coordinator, University Productions, Lehigh University Fall 2005-Present

Event Planning

- Coordinated University-wide entertainment with a budget of \$50,000
- Organized a weeklong program based on a student survey exceeding projected attendance by 40%
- Collaborated with University administration in implementing a new planning software program

Management

- Trained and managed a staff of 15 students involved in event planning and marketing
- Facilitated weekly meeting with staff to achieve goals

COMPUTER SKILLS

Microsoft Word, Access, Excel, PowerPoint; Pagemaker; QuarkXPress

PROFESSIONAL AFFILIATIONS

Meeting Professionals International

ACTIVITIES

Varsity Field Hockey, Women's Center, Global Union, Amnesty International, Association of Student Alumni, Best Buddies

TIPS ON HOW TO WRITE A SCANNABLE RESUME

Employers typically scan resumes with a computer due to the volume they receive through online resources.

- Use a font size of 11 to 14 points.
- Use a popular, nondecorative typeface such as Helvetica, Times New Roman or Palatino.
- Avoid italics, underlined text, graphics and shading. Capitalized words and boldface are okay.
- Use horizontal and vertical lines sparingly; they confuse the computer.
- Avoid staples and folds. If you must fold your resume, do not fold on a line of text.
- Always send originals since copies are often forwarded for review.
- Maximize the use of industry-specific terminology and abbreviations. Recruiters will instruct the search-engine dictionary to search for “buzz” words.
- Use a traditional resume format; avoid complex layouts such as double columns.
- Use light-colored paper printed on one side.
- Make your name the first text on a resume.

NAME

123 Packer Avenue, Bethlehem, PA 18015 – 610.758.0000 - aaa@lehigh.edu

OBJECTIVE

A position as a Mobile Therapist counseling children and their families.

EDUCATION

Lehigh University, Bethlehem, PA
 Bachelor of Science in English, minor in Psychology, May 2008
 GPA: 3.0

RELATED EXPERIENCE

Intern, Helping Associates, Allentown, PA Summer 2006
 - Used counseling and listening techniques while employing behavior modification techniques.
 - Worked with school counselors and a psychologist to develop individualized treatment plans and goals.

Therapeutic Intern, Counseling Center, Bethlehem, PA Fall 2005-Present
 - Work 10 hours per week with a teenager diagnosed with bipolar disorder.
 - Plan activities and outings to encourage socialization.
 - Assist with academic concerns and meet with school counselors monthly.

RESEARCH

Honors Thesis: Abused Parents and Their Effect on Their Bipolar Children
 - Developed a research study interviewing 30 sets of parents, one or both of whom were abused, who have bipolar children.
 - Testing the hypothesis that abused parents are more likely to raise bipolar children.

LEADERSHIP

President, Student Council, Lehigh University Fall 2006-Present
Volunteer, Boys and Girls Club, Bethlehem, PA Fall 2005- Present
Coordinator, Habitat for Humanity Trip to Nashville, TN Spring 2006

ADDITIONAL EXPERIENCE

Assistant Director, Residential Services Camp, Wall, NJ Summer 2005
 - Oversaw the residential services of a camp for adolescents.
 - Managed cabin assignments of campers.
 - Handled emergency situations.

▣▣ Action Words

Abstracted	Budgeted	Dealt	Explained	Interviewed	Participated	Set goals
Achieved	Built	Debated	Explored	Introduced	Performed	Shaped
Acquired	Calculated	Decided	Expressed	Invented	Planned	Solicited
Acted	Cared	Defined	Extracted	Launched	Prepared	Solved
Adapted	Charged	Delegated	Facilitated	Learned	Presented	Specialized
Addressed	Chartered	Delivered	Financed	Lectured	Prioritized	Strategized
Administered	Coached	Designed	Fixed	Listened	Produced	Streamlined
Advertised	Collaborated	Detected	Followed	Located	Programmed	Strengthened
Advised	Collected	Determined	Formulated	Maintained	Projected	Studied
Advocated	Communicated	Developed	Fostered	Managed	Promoted	Succeeded
Aided	Compared	Devised	Founded	Mastered	Proposed	Summarized
Allocated	Compiled	Diagnosed	Gained	Maximized	Provided	Supervised
Analyzed	Completed	Directed	Gathered	Mediated	Provided	Supported
Answered	Composed	Discovered	Gave	Mentored	Publicized	Surveyed
Anticipated	Computed	Documented	Generated	Met	Published	Sustained
Applied	Conceived	Drafted	Guided	Minimized	Queried	Synthesized
Approved	Conducted	Edited	Handled	Modeled	Raised	Taught
Arranged	Conserved	Eliminated	Helped	Modified	Received	Theorized
Ascertained	Consulted	Enforced	Identified	Monitored	Redesigned	Trained
Assembled	Contracted	Enlisted	Illustrated	Motivated	Reduced	Translated
Assessed	Contributed	Ensured	Implemented	Negotiated	Referred	Upgraded
Assisted	Converted	Established	Improved	Observed	Related	Used
Attained	Cooperated	Estimated	Improvised	Obtained	Reported	Verified
Audited	Coordinated	Evaluated	Increased	Offered	Researched	Visualized
Augmented	Correlated	Examined	Influenced	Operated	Responded	
Authored	Counseled	Exceeded	Initiated	Organized	Restored	
Bolstered	Created	Excelled	Instituted	Originated	Reviewed	
Briefed	Critiqued	Expanded	Integrated	Overcame	Scheduled	
Brought	Cultivated	Expedited	Interpreted	Oversaw	Screened	

Tips for Writing Cover Letters

- Write to a specific person, using his or her name and title. Never send a cover letter addressed “Dear Sir or Madam” or “To whom it may concern.” Usually you can get a specific name by calling the organization or looking in a business directory. If possible, address your letter to the “decision maker” (the person for whom you would be working), not the Human Resources Department.
- Demonstrate your knowledge of the organization.
- Highlight your skills and experiences. Present any relevant background that may be of interest to the person to whom you are writing.
- When appropriate, use the specific vocabulary of the industry. Every field has its own terminology (however, avoid overuse).
- Avoid frequent use of personal pronouns such as “I,” “me,” “my” and “mine” especially at the beginning of paragraphs.
- Be sure to close your letter by clearly defining your next step.
- Include a statement expressing your appreciation for the employer’s consideration of your candidacy.
- Edit. Remove all unnecessary words. Proofread your typed letter and have someone else proofread it.
- Keep a copy for your file. After the application deadline passes, you will want to contact the employer about the status of your application.

Your Name
 Street Address
 City, State ZIP
 Phone
 Date

Employer Name
 Title
 Company
 Street Address
 City, State ZIP

Dear Mr./Ms. _____:

First paragraph (Purpose):
 State why you are writing and the type of position or field of work in which you are interested. Indicate how you learned of this position. If there is not a specific position available, indicate how your interest originated. Demonstrate briefly your knowledge of the company.

Second paragraph (Background and Qualifications):
 Refer the employer to an enclosed resume. If you have had related experience or specialized training, elaborate on the details that would be of special interest to the employer. Be as specific as you can about your qualifications and skills. Provide examples on how you obtained/honed these skills. Your goal here is to match your skills to the employer’s needs. Explain how you would fit into the position and the organization. This paragraph can get lengthy; if necessary, break it into two paragraphs to make it more readable.

Third paragraph (Request for Action):
 Close your letter by briefly restating how your qualifications match the position. Express your interest in further discussing your background and the position with the employer. Write when you will be contacting them to ensure your application materials were received. Finally, include a statement expressing your appreciation for the employer’s consideration.

Sincerely,

 (signature)

 Name

Meeting the Employer

The Interview

Interviews provide the opportunity for both you and the employer to learn about each other in order to make informed hiring and career decisions. Interviewing formats and styles will vary from employer to employer and from interviewer to interviewer. For this reason, it is valuable for you to recognize these styles as you prepare for an interview.

Whatever the interview situation or style, you will need to be able to communicate your strengths clearly, relating them to the position offered by the employer.

Know Your Employer

Before you interview with prospective employers, it is your responsibility to prepare yourself by reading their Web page and/or corporate literature. You should know about the type of business conducted by that organization and be prepared to ask and answer questions intelligently.

In particular, study the size of the organization, its financial status, the location of its sites, its products and/or services and their uses.

What Employers Want

What do employers look for in a college graduate? Employers generally are looking for self-motivated men and women who demonstrate verbal and written communication skills, self-confidence, a willingness to work, and will be an asset to their organizations.

Employers look for evidence of achievement as a primary factor when seeking candidates for their organizations. Significance is attached to achievement in academic performance, campus/civic activities, work experience and volunteer work. Good grades do count; however, high grades alone are often insufficient. What most employers are seeking is a combination of personal and intellectual qualities which indicate potential for competence on the job, a strong motivation and desire to achieve, and the ability to work cooperatively with other people in the working environment.

Dress for the Interview

Your attire for the interview should present a professional image. For campus interviews, conservative, corporate attire is generally appropriate. This includes classic suits in blue, black and gray with light-colored shirts and blouses. Classic-style ties and shoes are recommended. For women, be conservative with makeup and jewelry.

Structure of the Interview

1. INTRODUCTION

The interviewer will generally set the tone with small talk or other gestures to establish a positive atmosphere and put you at ease. It is here that first impressions and primary judgements are made on appearance, manner, enthusiasm, etc. Your evaluation starts the minute you meet the interviewer. The way you look, shake hands, sit and talk all play a major part in the impression you make.

Remember that the interview begins when you walk in the door of the office. The administrative staff in an on-site interview and the greeters in an on-campus interview are evaluating you as a candidate.

2. BACKGROUND

The interviewer, using questions and answers, begins to evaluate your qualifications and suitability for employment with the company. The interviewer notes how you handle yourself and seeks to evaluate and measure your self-expression, self-confidence, ability to relate to others, motivation, interest span and personal values, and tries to determine if your career ambitions are balanced with your extracurricular activities.

3. DISCUSSION

The discussion is the critical part of an interview. The interviewer is trying to determine your qualifications and to match these with particular job openings. Consequently, it is important to know your immediate and long-range career objectives and be able to express them clearly. Be sure you research the company. Failure to do your homework before an interview can cause you to forfeit your job prospects with the company. Be prepared to ask questions about job responsibilities in your area of interest, other activities that attracted your attention in the literature, company operations and policies and geographical preference in relation to those locations where the company functions.

4. CLOSE

At this point, the interviewer should give you the information needed to ensure a clear understanding of the employment procedures.

The interviewer may offer an explanation of when to expect to hear from the company, give you an application, suggest a company visit or make arrangements for testing. Before you leave the interview, you should know the next step in the process.

■ ■ Essentials of a Good Interview

1. Be punctual.
2. Greet the interviewer by name and give yours (be sure to address your interviewer by Mr./Ms./Dr. and last name). Let the interviewer take the initiative in shaking hands. Return a handshake with a firm but not crushing grip.
3. Do not sit until invited to do so by the interviewer. Sit comfortably erect. Do not attempt to read material on the desk or table unless invited to do so.
4. Be an intelligent, interested listener. Maintain eye contact — look at the interviewer rather than out the window or at the ceiling, floor or wall.
5. Express yourself clearly. Speak in a normal manner, making certain to enunciate clearly. Avoid using slang and terms such as “like” and “you know.”
6. Avoid “yes” and “no” responses. Be sure to expand upon your responses with specific information.
7. Be positive, decisive and confident. Immaturity, passivity and indifference are not conducive to a good interview.
8. Avoid giving the impression that you are unsure why you’re interviewing. Don’t compromise yourself by offering to do anything to get the job.

9. Remember that an employer is interested in what you can do for the organization and may have opportunities beyond the job you are discussing. Be sure to make clear what you have to offer or the type(s) of work that interests you.
10. Some interviewers like to do most of the talking and judge you by your reactions, such as interest, comprehension and intelligence. Others hardly speak at all, and for the novice they can be the most difficult. Be ready to fill the gaps in conversation by asking appropriate questions, stating some of your goals, etc.
11. Have several questions to ask. Concentrate on job-related information rather than salary or fringe benefits.
12. If you are asked a question that you suspect may be offensive or discriminatory, you may want to ask the interviewer if the answer is relevant to the employment process.
13. When the interview has ended, stand, thank the interviewer, and leave.

AFTER THE INTERVIEW

Review and analyze your interview regarding:

- The questions asked
- The answers given
- Pertinent information learned about the firm and the positions available. List the positive and negative points of your interview, being as objective as possible. Once you have completed this list, determine what

you need to do to increase your effectiveness in future interviews.

- Send thank you letter(s) to interviewer(s), within 24 to 48 hours after the interview.

Types of Interview Questions and Interviews

INTERVIEW QUESTIONS

There are two types of interview questions: Traditional and Behavioral.

Traditional

Many interviewers may use a traditional approach in which they ask you to elaborate on your resume content and evaluate your own capabilities. They may use open-ended questions like “Tell me about yourself” or closed questions like “Are you willing to travel?” Often the questions ask you to offer perceptions of yourself and your goals. Some sample questions include:

- What do you consider to be your greatest strengths and weaknesses?
- What subjects do you like the best/least?
- Why did you seek an opportunity with this organization?
- What two or three criteria are most important to you in a job?
- What are your short- and long-range career goals?

You will have the most effective impact if you respond with examples, the motivation behind your goals and decisions, connections between your background/ qualifications, and ways to meet the employer’s needs.

Behavioral

Please reference behavioral interviews on pages 27 to 29.

TYPES OF INTERVIEWS

There are many different styles and settings for interviews. It is important to understand them so you are prepared for all interviewing situations.

Screening

A screening interview is conducted to narrow down the candidate field. It can consist of probing questions designed to determine if you can move on to the next stage in the process. Questions may be based on technical knowledge or behavioral characteristics. Typically, these interviews are short, lasting 30 minutes. Many of the on-campus interviews are screening interviews.

Directed

A directed interview has a definite structure. The interviewer will have a list of specific questions to ask each candidate.

Non-directed

A non-directed interview tends to have less structure and be more conversational in style. The interviewer will use broad questions and will avoid taking charge of the interview.

Board

A board-style interview involves more than one interviewer questioning a candidate. The applicant's

goal is to establish a rapport with each interviewer by using direct eye contact.

Behavioral

Increasingly, employers are looking at past examples of behavior as a useful way of predicting future behavior. They go beyond the basic content requirements of the job to identify certain competencies or qualities that you may have demonstrated in previous experiences. Some of these could include teamwork, flexibility, initiative, leadership, organization, problem-solving, persuasiveness and work ethic. The interviewer will look at how you handled situations in the past to assess whether you have the skills and abilities to perform well in the job. You will hear questions that focus on how you coped with stressful activities and projects or failure. Your response will help



the interviewer see a more realistic picture of how you handled the difficulties and what you learned from the experience. The interviewer may follow up with probing questions that will reveal more details of the situation, how you took action, and the results. To prepare for questions like these, review roles and responsibilities you've held and think of examples of situations that illustrate your capabilities. Analyze your own motivations and what you have learned from the experiences.

Here are some examples of behavioral interviewing questions:

- Tell me about a situation where your own initiative made a difference in the outcome.
- Describe a task or project you supervised and its outcomes. What roadblocks/constraints did you face, and how did you handle these?
- Tell me about an experience when you had difficulty getting people to work together as a team. What strategies did you use to improve the situation? What worked? What didn't?
- Describe a decision you made that later turned out to be a wrong one. What would you do differently?

Behavioral Interview Strategies

THE S.T.A.R. MODEL: Situation Task Action Result

Answering behavioral questions is not an easy task, but proper preparation will assist you in answering them successfully. Using the S.T.A.R. model will help you construct an organized, specific, thoughtful and concise answer.

Situation Think of a situation in which you were involved that had a positive outcome, or where you learned a lot regardless of the outcome.

Task Describe the tasks involved in the situation.

Action Specify what actions you took in the situation to complete the tasks and achieve your results.

Results What results followed due to your actions? Be sure to note what you learned from the situation and what you would do differently in the future.

Use the following guidelines to prepare for a behavioral interview:

- Analyze the position for which you are being interviewed and determine what skills are required.
- Think about your experiences and skills gained in class, internships, summer jobs and activities and relate them to the skill sets required by the position for which you are interviewing.
- Identify three to five attributes that set you apart from other candidates and be sure to point them out during the interview using STAR examples.
- Construct brief STAR examples prior to the interview and practice your examples; keep them fresh and spontaneous. Reviewing them before your interview will give you confidence.
- Be specific in your examples. Employers want to know what you did and learned from the situation rather than what you would do in a given situation.
- Quantify wherever possible. It is evidence of your achievements, accomplishments and efforts.
- Be honest! Omitting or embellishing parts of your story could lead to disaster if the interviewer discovers that the foundation of your story is weak.

The following example shows how you might use the S.T.A.R. model to answer this behavioral interview question.

You indicated on your resume that leadership is one of your strengths. Please describe an experience in which you used your leadership abilities to manage a recent challenge.

Situation:

During my third year of college, I was elected Vice President for Professional Programs for my student association. The duties of the position included securing speakers for our meetings, advertising the programs to the campus and evaluating each program.

Task:

Previous attendance at meetings had decreased substantially. The goal was to implement programs to address the professional development of our association and increase attendance by 25 percent compared to the prior year's figures.

Action:

I assembled a team to help with the program design and speaker selection. I developed a survey to determine the members' professional interests and ideas for possible speakers and topics. My team and I had each member complete the survey. Then we randomly selected members for a focus group interview. I had learned about this research technique in my marketing class and thought it would help us identify why attendance had dropped.

Result:

Using the information we gathered from the surveys and interviews, we selected speakers for the entire year and produced a brochure describing each program and the featured speaker. Under my leadership, attendance increased 150 percent over the previous year. I was also able to apply classroom learning to a real-life situation.

TELEPHONE INTERVIEWS

Sometimes the importance of the telephone interview becomes overshadowed by the attention given to the on-campus interview. Many employers screen job applicants over the telephone.

Why Telephone Interviews?

Telephone interviews are used for three main purposes:

- When you send a resume to an employer that is not interviewing on campus, a recruiter may conduct a telephone interview.
- Recruiters often use the telephone for follow-up questions to students who already have been interviewed.
- Many calls are placed by managers or supervisors who do the actual hiring. Frequently, managers will telephone you before extending an invitation to come for a site visit.

Preparing for a Telephone Interview

Usually you will have no advance warning before you receive a call. You may answer the telephone perhaps expecting to hear your mother, your date or a persistent salesperson only to find yourself speaking with a recruiter.

Consider the following suggestions to be prepared for interview calls:

- Keep a copy of your cover letter and resume handy.
- Keep paper and pencil near the telephone at all times.
- Be sure that everyone who answers your telephone understands you may receive an important, employment-related call at any time.
- Turn off your call waiting.
- Have company information and notes close by. Use your notes to help answer questions, but don't read your answers; you will sound rehearsed.

Doing Well on the Telephone

All recruiters recognize that an unexpected call places some stress on the job applicant. Among other things, interviewers want to evaluate your ability to handle the situation in a calm, mature manner.

- If you have an answering machine, be sure your message is clear, concise and reasonably businesslike.
- Respond positively. Once you realize the call relates to your job search, make every effort to put yourself into the proper frame of mind to be interviewed. If there are distracting background noises, ask the caller for permission to leave the line while you do whatever is necessary to give yourself privacy and quiet.
- If the telephone rings at a time when it truly is impossible to hold a meaningful conversation, tell the caller that although you are eager to talk, you cannot speak freely at the moment. Ask if you may call back at a mutually convenient time.

- If you expect to receive professional phone calls on your cell phone, be conscious of your surroundings and identify the incoming call before answering it. Sometimes it is best to allow the call to go to your voice mail and wait to call back when you are in a better environment.
- Think through your responses as carefully as you would if you were sitting across the desk from the recruiter. Remember, too, to ask the questions you want answered and take notes.
- At the conclusion of a telephone interview, the caller usually will explain what you should expect to have happen next. If the interviewer fails to identify the next step, you should politely ask.
- Before the interviewer hangs up, be certain you have noted his or her first and last name, title and telephone number.
- Be sure to thank the person for calling you.

SITE INTERVIEWS

A candidate being seriously considered by a prospective employer is usually invited to visit the company or organization for further interviews. The purpose of the site interview is to provide you with an opportunity to meet other staff or plant personnel, in order to help determine whether a good match is developing.

Remember that such an invitation is not a job offer, but it is a very important step in the process of evaluation, both by the organization and by you.

If for some reason you are unable to make a site interview at the time suggested, call or write the representative as

soon as possible to arrange alternate dates for your visit. All invitations should be acknowledged promptly even when you are not interested.

Do not accept an invitation for a visit unless you are seriously interested. Some are inclined to accept an invitation as a “free vacation.” Not only is this practice unethical, but it can prevent someone who is seriously interested from having the opportunity.

Preliminary Arrangements

Generally, employers will extend a formal invitation to you for a site interview in writing. However, if you do receive a verbal invitation, you should request that it be confirmed in writing. You should also get certain information to help you in making the arrangements, such as:

1. The name, address and phone number of the individual coordinating the visit.
2. The position(s) for which you are being considered.
3. Travel arrangements. This would include both transportation and hotel/motel accommodations if necessary. You should have a clear understanding as to who will make these arrangements, either the employer or you. Also, unless clearly outlined, determine whether the employer prefers that you travel by air, bus or auto.



4. Accurate directions to the site and estimated travel time if you are driving.
5. A clear understanding of the firm’s reimbursement policies and procedures. Be certain you understand whether you will receive an advance, immediate payment at the site location, or will receive reimbursement at a later date.

Typical Day

Site interview visits vary from employer to employer and may range from two hours to one and one-half days. In addition, the visit may include both group and individual interviews, a tour of the facility and breakfast, lunch or dinner with a company representative.

As a rule, you are asked to report to the Human Resources Department. You may meet with one or more potential co-workers and higher-level executives.

One of the most important interviews will be with your prospective supervisor. In addition, you will usually meet and be interviewed by several people representing a cross section of the firm and department in that you would be employed. There are many variations of the site interview that you may encounter. Remember that even when participating in social functions, such as lunch, you are being evaluated.

Goals/Purpose

The interview day can be exhausting. But this site interview is an excellent opportunity for both you and those in the organization to evaluate each other. During the visit, you should find out the specifics of the position and determine how well you would fit into the organization. Some points you may want to discuss:

1. What would you be responsible for if you accepted the job? What would you be expected to have accomplished by the end of your first six months? One year?
2. If you were employed, and performed above expectations, where would this job lead you?
3. How are new employees trained and developed?
4. How will you be evaluated? By whom? How often?
5. How are raises/promotions determined? What will be your earning potential?
6. Who will be your supervisor?

7. Will you, your values, your needs and expectations be compatible with the management style/philosophy of the employer?

You will undoubtedly think of other questions you will want answered. You should also expect to have additional questions asked of you. So, be prepared! Know your accomplishments, strengths and abilities. Be ready to articulate your immediate and long-range career goals. And get a good night's sleep prior to the interview day, not a night on the town!

Expenses

Because of the variations in company policies and practices, you should determine before you go on the visit how travel expenses will be handled. *Legitimate expenses are those which are necessary to get you there and back, covering the basic terms of transportation, food and lodging.* Keep receipts for all expenses incurred.

Legitimate expenses do NOT include the following items:

1. Personal entertainment or side trips
2. Personal phone calls, except in emergencies
3. Show or athletic event tickets
4. Alcoholic beverages, cigarettes, magazines
5. Expenses for persons other than the individual invited on a site interview, except where the company authorizes expenses for the applicant's spouse/significant other. If you are visiting more than one organization on a single trip, your expenses must be prorated.

Follow-Up

A letter to the appropriate person in the organization expressing your appreciation for the site interview is recommended and is considered good job-hunting etiquette.

■ ■ Thank You Notes

Sending thank you notes is an *integral part* of the interviewing process following your interview. Be sure to send a thank you note within 24 to 48 hours after the interview. You want to thank your interviewer(s) for his or her time and reiterate your interest, enthusiasm and qualifications for the position.

Here are some additional tips:

- Be sure to thank everyone who interviewed you. If you met more than one person in the company, send a letter to each and vary the content just a bit.
- PROOFREAD!!! As with any and all correspondence with a potential employer, make sure that your letter is error free, with no spelling or grammatical mistakes. In addition, make sure all names are spelled correctly.
- E-mail or Snail Mail? In today's technology-oriented world, e-mail is usually the best way to go because employers can get it much quicker than a handwritten note, especially if they are traveling. However, an additional handwritten note is looked upon very highly and deemed to be a nice touch on the part of the candidate.
- Bottom line: *Always send a thank you note!* Even if you decided you wouldn't want the position if offered, it is always best to maintain professionalism and follow through on this small, but meaningful task.

Your Name
 Street Address
 City, State ZIP
 Phone
 Date

Employer Name
 Title
 Company
 Street Address
 City, State ZIP

Dear Mr./Ms. _____.

1st Paragraph: (Express your genuine appreciation for the employer's time and consideration. Be sure to personalize the letter.)
 I sincerely appreciated the time you spent with me yesterday at Lehigh University to discuss opportunities in ____ at the ____ organization. It was particularly helpful for me to learn about ____.

2nd Paragraph: (Reaffirm your interest in the position and add information not discussed or satisfactorily presented during the interview.)
 I believe my education and experience will contribute positively to the efforts of the ____ department. In reviewing the interview, I realized that we did not discuss the area of _____. I would like to share that my senior project provided the opportunity to develop some expertise in the area of _____.

3rd Paragraph: (Confirm your understanding of the next step in the application process.)
 It is my understanding that I will receive a letter from you during the next two weeks regarding the status of my candidacy. Thank you again for considering my qualifications.

Sincerely,

 (signature)

 Name

Decision Making

Offers and Acceptances

There are three main areas to consider when evaluating an offer: *the organization, the position and the salary and benefits package.*

THE ORGANIZATION

- How did the interviewer treat you?
- Did you feel comfortable during the interview?
- Did you like the people?
- Where is the organization going; is it growing or downsizing?
- What is the organization's market share?
- Who are the organization's competitors?
- What is the growth potential of the organization's products/services?
- Would you be working in a strong division?
- Are the functions of the position well supported and respected by the rest of the organization?
- What is the culture of the organization?
- How well will the combination of your style and your manager's style merge with the organization as a whole?

THE POSITION

- What are your specific job responsibilities, and are they clearly defined?
- What is the history of the position? What happened to your predecessor?

- What is the growth potential in this position?
- How long are you expected to stay in the position before advancing?
- How does the position fit with your short- and long-term career goals?
- How can the position provide bridges to future opportunities?

THE SALARY AND BENEFITS PACKAGE

- How does the complete package meet or exceed what others are receiving for the same position at the same level of skill?
- How comfortable do you feel with your salary and benefits package?
- What are the industry standards for salaries at your level?
- What are the reasons for being offered a salary much higher or lower than usual?
- What is the company's pension plan, and what is the vesting period of your plan?
- What is a rough estimate of pension benefits that will come to you after 10 to 20 years?
- What is the relative safety of the pension, and how are the retirement funds invested?
- Does the company offer a company-sponsored savings and retirement plan?
- How much vacation, sick time and personal days will become available to you?

- Does the company offer educational benefits?
- Check into the full range of medical, dental and disability benefits. Although it is difficult to assign dollar values to certain benefits, try to determine their worth by reading through the organization's literature — a good benefits package can be worth 25 percent to 30 percent of your salary.

DEADLINES AND SIGN-ON BONUSES

Many employers will extend an offer with a deadline for you to accept or reject the offer. In some cases, an additional incentive of a sign-on bonus is attached with the offer. This one-time bonus may be given if you accept the offer within the employer's deadline. Communicate closely with each organization that has extended you an offer, and inform them of the time frame in which you expect to make your decision. Some employers may be willing to extend the deadline, while others will need to enforce their hiring schedule. You should not hold more than three job offers at any one time. Upon receipt of an additional offer, one should be eliminated.

Be prompt in corresponding with employers. Acknowledge receipts of offers of employment; take time to make a thoughtful decision. As soon as possible, write the employer of your decision. After accepting an offer, notify those organizations whose offers are being rejected.

SHARE YOUR SUCCESS STORY

Employed? Grad school? Other plans? It is important to Lehigh to know what its graduates do after graduation. Lehigh's interest in you does not end at commencement. Also, your experiences may help next year's class. That's why we ask you to complete a questionnaire when you decide on a job, are accepted to a graduate program, have decided on other plans, or are still seeking employment at graduation. Copies of the questionnaire are available in our office and on our Web site. Salary information will be kept confidential.



Job Search Checklist

□ CONDUCT SELF-ASSESSMENT

- Identify personality preferences.
- Identify your skills and abilities. Research how these skills transfer to different career fields.
- Identify your work values.
- Relate skills to personality, interests and values.
- Describe and prioritize accomplishments of which you are most proud.
- Identify recurring patterns of skills.
- Organize skills into related clusters.

□ DEVELOP EFFECTIVE TOOLS: RESUME AND COVER LETTERS

- Attend a resume workshop to learn more about the different kinds of resumes.
- Drop off your resume for a critique at Career Services.
- Consult the tips and examples in this guide and on www.lehigh.edu/careerservices.

□ CREATE A PLAN

- Identify key tasks and your time frame.
- Develop a routine job search schedule and keep it.
- Rejections will occur; treat them as learning experiences and move on.

- Evaluate progress regularly; meet with a career counselor to revise your approach.

□ RESEARCH JOBS AND TARGET GEOGRAPHICALLY

- Access career information on Sigi3, a career development software program available through Career Services.
- Work with a career counselor to learn how to target specific organizations of interest.
- Contact professional and trade associations for career and employment information and opportunities to network with professionals in your field.
- Set up informational interviews with alumni, acquaintances, referrals, etc.
- Use directories in the Career Library to research organizations within your geographic preferences.

□ USE SEVERAL SEARCH TECHNIQUES

- Network! Network! Network!
- Target specific employers and contacts.
- Pursue advertised openings posted on LUCIE.
- Use career-related Web pages (directories available in the Career Library).

- If appropriate, use employment agencies carefully.
- Use multiple job search strategies simultaneously.

□ PREPARE FOR INTERVIEWS

- Attend an interviewing workshop, participate in a mock interview with a counselor, or meet with an employer during Mock Interview Days.
- Research the organization and position.
- Prepare behavioral examples that demonstrate specific skills using the strategies outlined on page 28.
- Ask thoughtful and meaningful questions.

□ EVALUATE YOUR JOB OFFERS CAREFULLY

- Know your worth; visit Career Services to research entry-level salaries in your field.
- Consider the offer as a total package of salary and benefits.

□ FOLLOW UP

- Send a thank you note.
- Check in with employers to learn more about the hiring process.



LEHIGH UNIVERSITY®

CAREER SERVICES

Rauch Business Center, Ste. 484 | 621 Taylor St., Bethlehem, PA 18015-3117 | (610) 758-3710 | Fax (610) 758-3706

E-mail: incpp@lehigh.edu | www.lehigh.edu/careerservices