

Managing Engineering and Technology

Sixth Edition, International Edition

Morse *and* Babcock

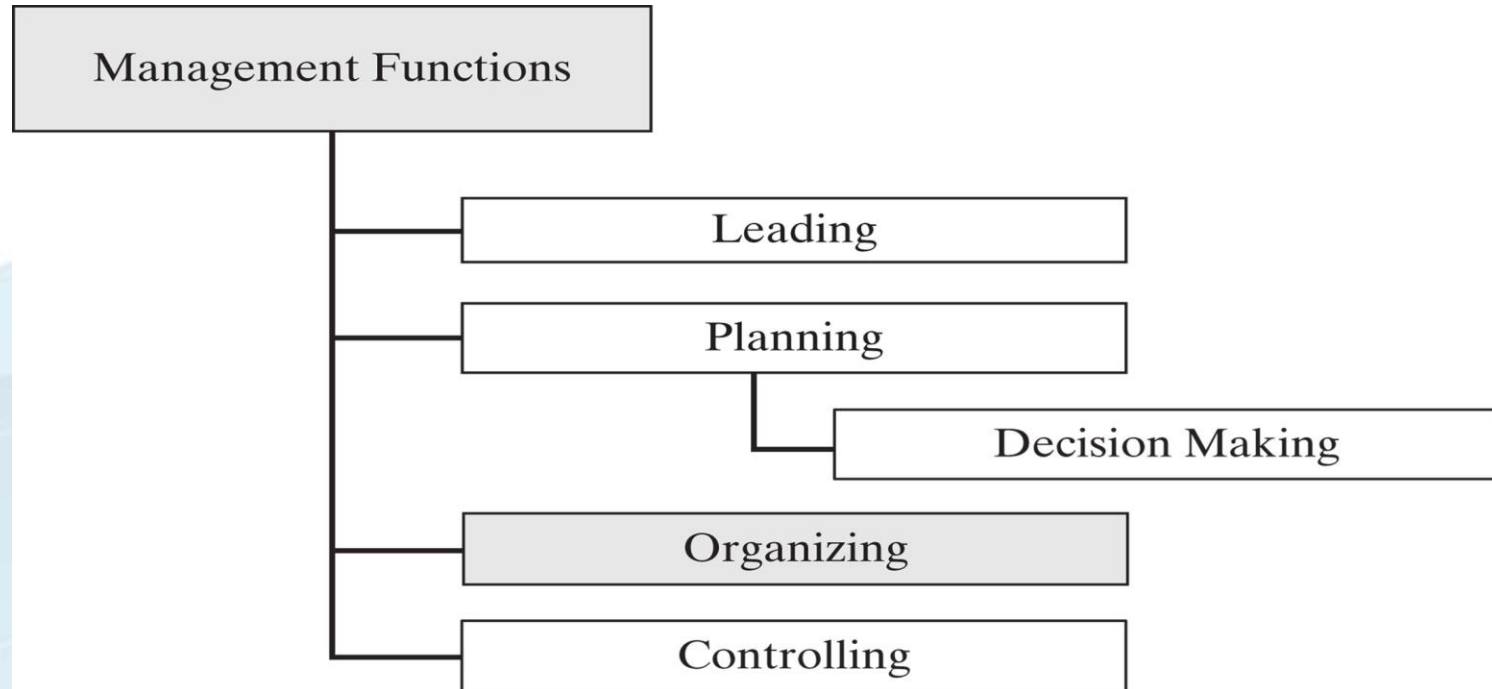
Managing Engineering and Technology

Sixth Edition

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Some Human Aspects of Organizing

Chapter 7



Chapter Objectives

- **Describe the steps in staffing technical organizations**
- **Discuss the process of an employment application**
- **Explain the importance of delegation**

Staffing Technical Organizations

- **Identify the Skill Base**
- **Estimate the Number of Personnel**
- **Plan Recruiting Policies**
- **Select the Best Applicants**
- **Orient and Train Applicants**
- **Evaluate Performance**
- **Provide Compensation**

New Hires

- **Establish the need for new hires**
- **Determine sources for new hires**
 - New college graduates
 - Experienced professionals
 - Technician support
 - Other sources

Human Resource Planning Selection

**Usually involves several steps in a
filtering process**

- Applications/Resumes reviewed**
- Interviews accomplished**
- References checked**
- Candidates passing initial
screens formally interviewed**

Job Application Process

Employee Viewpoint

Resume

The first impression an engineer makes is usually through the resume

Formatting & Appearance

- **Make your name stand out with a bold, larger font size**
- **Use standard fonts such as Times New Roman, Arial, or Courier**
- **Type Size: 10–12 point**
- **White, beige, or light gray quality bond paper**
- **Use a laser printer for best finish**
- **Length should generally be one page unless you have extensive experience or graduate school work**

Key Components

- **Heading**
- **Objective**
- **Education**
- **Skills**
- **Experience**

Additional Components

- **Professional affiliations**
- **Honors, awards and activities**
- **Campus/community involvements**
- **Leadership activities**
- **Foreign language proficiency**
- **Computer applications**
- **Volunteer experiences**

Heading

Includes contact information:

- Top of the page
- Name: large and bold
- Address: street, town, state & zip code
- Telephone number(s): with professional message
- Email address: professional looking, check on a daily basis
- Website (optional)

Objective

- **Short**
- **Specific**
- **Type of position**
- **Preferred work environment**
- **Specialized skills**
- **Tailor to each position**
- **What you can do for the employer**

Sample Objectives

- **Management training internship in a community service agency leading to a career in service to the public.**
- **Program development position working with geriatric clients**
- **Paralegal position with opportunity to conduct title searches and other research**
- **Tax professional with a national accounting firm**

Education

- **Educational institutions or specialized training programs you have attended**
- **Name and location of the institution**
- **Major, minor and area of concentration**
- **Graduation or anticipated graduation date**
- **GPA – if 3.2 or higher**
- **Certifications and/or licensure related to employment goal**
- **Relevant coursework and/or thesis may be included**

Relevant Skills

Gained through:

- **Coursework**
- **Employment**
- **Internship / Co-op**
- **Volunteer experience**
- **Student leadership**
- **Computer usage**
- **Foreign language**

Professional Experience

- **Related employment (full-time or part-time)**
- **Internships (paid or unpaid)**
- **Co-op**
- **Summer jobs**
- **Volunteer/Service learning**
- **Senior projects or academic research**

References

- **Separate page that complements resume – do not include with resume initially**
- **Lists professional contacts who have direct knowledge of your skills and qualifications**
- **References may include faculty, former employers, and internship supervisors**
- **Obtain permission from references in advance and provide them with current resume**

First and Last Name
Address
City, Province and Postal Code
Phone number(s) and email address

OBJECTIVE

Title of position you are applying for/or area of interest and what you have to offer the organization – specifically, one or two skills you want to highlight.

SUMMARY OF QUALIFICATIONS (OR SKILLS SUMMARY)

Whenever possible, this section should be in direct relevance to the position which you are applying for. Some examples of things to include are:

- Number of years experience in relevant paid or unpaid work
- Related special knowledge, training or certifications
- Relevant accomplishments/ soft or hard skills/ attributes
- Languages

EDUCATION

Degree: Major or Concentration

Institution, City, Province

Start date – Present (or completion date)

- Relevant courses (3-6 courses that are related to the requirements of the job)
- Relevant projects/ research
- Thesis
- Awards (if not under a separate section)

Include any other degrees/diplomas which you are currently working on or have completed. Anything else would go under "Additional Education".

WORK EXPERIENCE (or RELEVANT EXPERIENCE)

Most recent job title

Organization, City, Province

Month/Year – Month/Year

- An Action Statement relevant to the job requirement, highlighting how or why you did the task and results or accomplishment that you had.
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SANDRA FITZPATRICK

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Summary

Accomplished Personal Assistant receptive to client needs. Successful at managing the task lists of even the most demanding business executives. Fast learner and can quickly incorporate and implements new procedures to maximize efficiency and productivity.

Highlights

- Accurate and detailed
- Culinary skills
- Child management
- Business writing
- Screens calls properly
- Administrative support specialist
- Fluent in French
- Results-oriented
- Self-directed
- Excellent communication skills

Experience

Personal Assistant Mr. Ross Schneider

11/2007 to Current
New Cityland, CA

- Attend business meetings and took meeting minutes.
- Create presentations using Microsoft PowerPoint.
- Devise and maintain office systems to efficiently deal with paper flow.
- Travel with client to continuously manage affairs.
- Periodically care for couple's children during weekend personal events.

Personal Assistant Ms. Monica Jacobson

05/2004 to 11/2007
New Cityland, CA

- Prepared, organized, and stocked residential properties prior to high net worth client's arrival.
- Typed documents, updated websites, and compiled information for meetings.
- Cared for the family's dogs, including feeding and walking them several times per day.
- Ran errands, including completing grocery shopping and picking up dry cleaning.
- Completed work projects around client's house.

Personal Assistant Multiple Clients

02/2001 to 03/2004
New Cityland, CA

- Handled incoming and outgoing correspondence, including mail, email, and faxes.
- Checked mail, shopped for groceries, and handled bill payments.
- Screened telephone calls and inquiries and directed them as appropriate.
- Coordinated overnight travel arrangements and accommodations.
- Organized personal and professional calendars and supplied reminders of meetings and events.

Education

Bachelor of Arts: English
University of California
Dual Major with Marketing
Student government representative

2003
New Cityland, CA

Cover Letters & Business Correspondence



Do's and Don'ts

- **DO follow rules of a standard business letter**
- **DO target your correspondence to the audience/employer (ex: avoid “To whom it may concern, Dear Sir/Madam”)**
- **DO make sure there are no spelling, grammar or punctuation errors**
- **DO limit to one page**

Do's and Don'ts, cont.

- **DO keep a copy of everything that you send out**
- **DO make sure there is an original signature on all the documents that you mail out**
- **DO close with a direct request for some type of action (Ex: interview, phone call, etc.)**
- **DO use high-quality stationery for hard copies**

Do's and Don'ts, cont.

- **DON'T start every sentence with “I”**
- **DON'T use language that is gimmicky, jargonish, unprofessional (don't try to be a comic)**
- **DON'T include personal information that is not relevant to the position**
- **DON'T give false impressions**

Types of Correspondence

- **Cover letter types**
 - Application
 - Prospecting/Letter of inquiry
 - Networking
- **Thank you letters**
- **Letters of acceptance, withdrawal and rejection**
- **Employment applications**
- **E-mail correspondence**

Cover Letters

Format

- **Introductory paragraph**
 - Who are you?
 - What is your interest?
 - How did you hear of the opening?

Cover Letters, cont.

- **Body**

- 1–2 paragraphs containing a summary of skills and qualifications
- Highlight targeted experiences included on your resume (DON'T repeat your entire resume)
- Sales pitch: Explain your value to the organization
- Show that you've done your homework

Cover Letters, cont.

- **Closing Paragraph**
 - Thank the reader for reviewing your enclosed resume
 - Restate your interest in the position
- **Arrange a follow-up contact**
 - Passive Approach: puts responsibility on employer to make contact with the applicant
 - Active Approach: the applicant offers to initiate further contact with the employer in the near future
- **Closing (i.e.; Sincerely)**

Cover Letters

Application Letter

- Use as response to *specific* job advertisements and vacancy announcements
- Strategy is to demonstrate that your qualifications fit the requirements of the position
- Study the position description carefully and persuasively show how your skills, education and experience fit the position

Employment Application

- **If the resume creates a favorable impression the job candidate will be asked to fill out an application**
- **May be redundant with the resume but will usually lead to an interview**

Campus Interview

- **Graduating engineer typically makes contact with potential employers on campus**
- **Successful campus interviews**
 - Applicant learns about employment opportunities and other advantages with firm
 - Interviewer learns enough about the applicant

Site (Plant) Visit

- **Means company has a substantial interest**
- **Normally means three or four staff interviews**
- **Would include a tour of the area in which the candidate will work**
- **Normally includes a briefing on company benefit programs and general company policies**

The Job Offer

- **Is a formal letter offering specific position and identifies**
 - Salary
 - Reporting date
 - Position and title
 - The supervisor the candidate reports to
 - Provisions regarding moving expenses (if applicable)

Job Application Process

Employer Viewpoint

Orientation and Training

- **Helps newcomer become aware of organization and values**

Orientation and Training

- **Some corporations**
 - **Hold orientation classes**
 - **Rotate newcomers through short assignments in various key departments**
- **Includes total socialization of newcomer to the environment and culture of the organization**

Appraising Performance

- **Provide feedback to the employee**
 - **Guidance on how to improve performance**
 - **Performance basis for rewards/promotions**
 - **Objective documentation for actions against non-performers**

Sources of Power

- Legitimate or formal authority
- Reward
- Coercive
- Expert
- Referent

Committees

- **Reasons for using committees**

Policy making/administration

Representation

Shared knowledge

Securing cooperation

Pooling of authority

Training of participants

Effective Committees

- **Committee purpose and chair**
- **Size**
- **Preparation – agenda**
- **Conduct of meeting**
- **Meeting follow-up**