



CAREER RESOURCE GUIDE



CAREER SERVICES
Illinois State University

Get hired using...



HIRE-A-REDBIRD

- Find and apply for full and part-time jobs and internships/professional practice experiences
- Find and sign up for on-campus interviews with employers from a variety of industries
- Upload résumés for recruiters to find you
- Access resources to assist with résumé writing, career development, and career information for identity-based populations and international students
- View upcoming career and networking events and find out which companies are attending, what positions they're seeking to fill, and what majors they're most interested in
- Find average hiring salaries
- Access GoinGlobal-an online career tool kit for international students or those seeking internships or full-time employment abroad

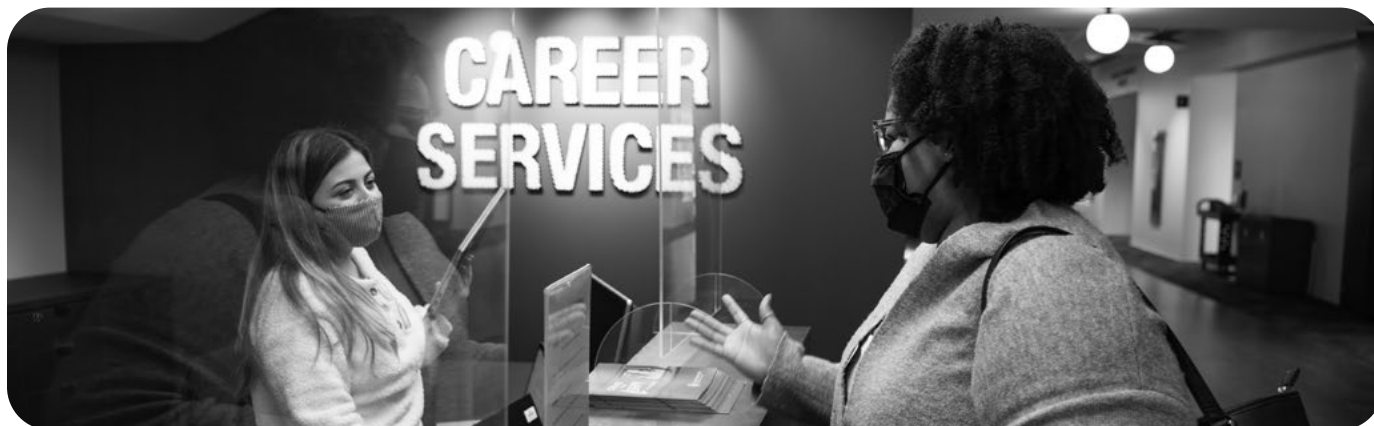
IllinoisState.edu/HireARedbird



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Academic and Career Exploration

HOW TO CHOOSE A MAJOR

When considering a major, think about what **YOU** want. This is **YOUR** choice, and it will initially help determine **YOUR** path in life. Choosing a major can be a complicated, anxiety-invoking experience, but it doesn't have to be. Consider that some students:

- Select a job, career, or industry and then choose the major that will best meet their career goals.
- Select a major because they enjoy it but never intend to use it in a future career. Many jobs are open to students regardless of major. Any major can be a springboard to graduate or professional school.

Tools and strategies to help choose a major:

- Enroll in IDS 106, Career Services' Career Choice course.
- Review the list of majors at Illinois State online at IllinoisState.edu/Majors, explore major and career options, and learn when and how to apply to a given major.
- Take a career assessment offered through Career Services to learn more about yourself and possible major or career options. For example, utilize FOCUS 2, an online self-guided career and educational planning tool located at CareerServices.IllinoisState.edu, to assist you with identifying your interests, values, personality, skills, and leisure activities.
- Network with professors, career and academic advisors, professionals, friends, relatives, and Illinois State alumni to better research careers and majors.
- Visit the Alumni Mentor Network in Hire-A-Redbird to request a Redbird alum to serve as your career mentor.
- If considering graduate school:
 - Review the Graduate School Guide, located within the document library in Hire-A-Redbird.
 - Attend the Career Services' Graduate School Series offered each semester to explore if it is the right fit and to review the application process.
- Schedule an appointment with your career advisor using Hire-A-Redbird.

INFORMATIONAL INTERVIEWS

While researching major and career information online is a great resource, it will only provide the basics of what you are seeking. When conducting an informational interview, you are not interviewing for a job; rather you are interviewing to gather information. Informational interviews are highly recommended when exploring majors or careers. They can provide firsthand experience from someone in the major, field, or industry you are considering and may greatly assist you with your decision. Making these connections can also be helpful when applying for jobs or searching for professional experiences in your field of interest.

Follow these steps when conducting informational interviews to ensure that you have a positive experience, gain the information you need to make your major or career decision, and help build your professional network.

Step 1:

When looking for a company or professional to contact it is important to use all of your resources. Some prospective resources are professors, co-workers, peers, family and friends, or LinkedIn. Once you have found an interviewee, contact them. Remain professional and clearly describe your goals as well as the medium in which you would like to conduct the interview. Informational interviews can be conducted by email, phone, video conference, or in person. All forms are beneficial. It is simply a matter of what method works best for you and the contact.

*What major/career
is right for you?*

Find out with Focus 2, our
online assessment to identify
careers that are compatible
with your skills and interests.

CareerServices.IllinoisState.edu/Career-Advising

SAMPLE: REQUEST FOR AN INFORMATIONAL INTERVIEW

Use this sample as a guide for how to request an informational interview by email or phone:

Dr. Jesse Fell, professor of psychology at Illinois State University, suggested that I contact you. He mentioned that as an alum, you would be in an excellent position to provide information that might assist me in making a career decision.

As a psychology student at Illinois State, I am exploring career paths. Counseling, research, and human resources all sound interesting, but I want to enter my final year of schooling with a clear sense of direction. I would like to learn about your personal career path and educational background in the interest of better understanding the day-to-day activities of a counselor.

Would you be willing to briefly meet or speak on the phone with me regarding this important matter? Thank you for your time and consideration of my request.

(If sent via email, include a salutation [i.e., Dear Mr. Smith] and a valediction [i.e., Sincerely]. Include the courtesy title [i.e., Mr., Mrs., Ms.] if known. If gender is unknown, just address to the individual's first and last name.)

Step 2:

Once the interview is set up, it is important to follow through and approach the interview professionally. This includes the way you dress, how prepared you are, and how you carry yourself throughout the process, similar to an actual job interview. Bring questions to show the interviewee that you are interested in their experience, and ensure that your questions and concerns are addressed.

This interview is providing you with more insight on the professional and the individual's experience within their profession. Your questions need to be from a more professional development standpoint, not about their personal life. Some examples of professionally appropriate questions are:

- What challenges do people in this position or industry face?
- What types of training programs or opportunities exist for new hires?
- Would you describe some typical entry-level positions within the organization or industry?
- What experiences would you recommend a college student seek out to be best prepared for this position or industry?

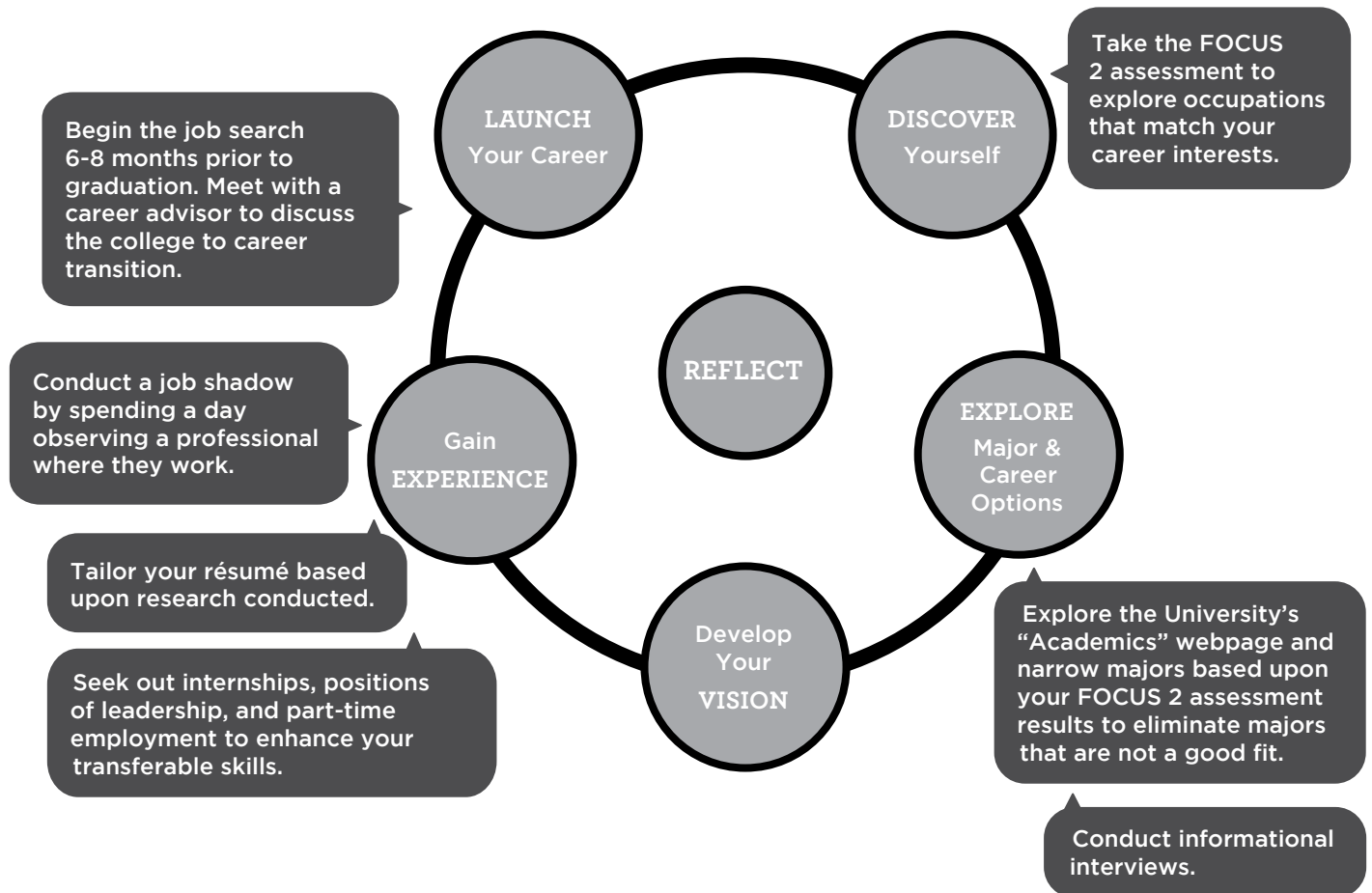
Step 3:

Be prepared with enough questions to fill the allotted time (25-30 minutes is recommended). Once the interview is completed, send a thank you note to make a lasting impression. The note should be professional and specific to the conversation. Handwritten or email notes are more appropriate than a thank-you text, phone call, or voicemail message.



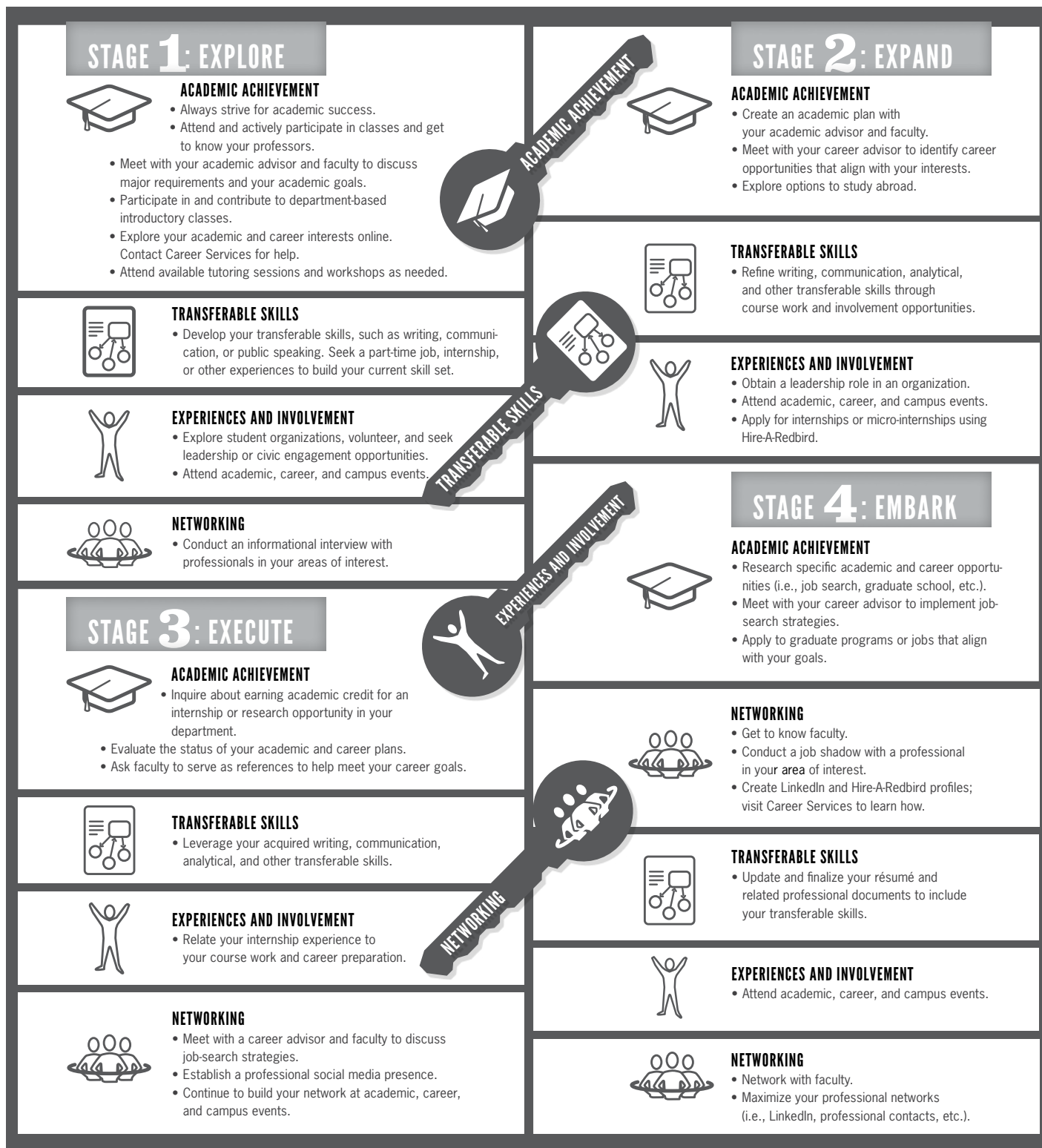
THE CAREER PROCESS

Career exploration is not always a linear path. It is common for college students to change majors and careers as they reflect on their experiences and interests. Schedule an appointment with your career advisor using Hire-A-Redbird at IllinoisState.edu/HireARedbird to discuss your options and where you are at in this process.



KEYS TO ACADEMIC AND CAREER SUCCESS

The keys to academic and career success will help you unlock your success at Illinois State and in your career. They include academic achievement, transferable skills, experiences and involvement and networking. The chart below provides examples for how to explore, expand, execute, and embark on your career regardless of where you are at in the career process.



Developing a Résumé and Cover Letter

RÉSUMÉ BASICS

The résumé is an important tool that helps build your personal brand and markets you to an employer. It is a vital part of the job search, providing details of your qualifications, background, and what you can offer an employer—all in a concise format.

Style and formatting tips

- Font: Choose an easy-to-read black font in 10-12 point size.
- Format: Present information under each header and section in reverse chronological order: most recent experience first. Stay consistent in the way you present your experiences.
- Create a ‘master résumé’ that includes all of your experiences. Then use it to make a résumé for each job or application purpose based upon the job posting and research you conduct on the employer. A one-résumé-fits-all approach is generally not the most effective.
- Layout: Use bullets, bold text, italics, and capitalization sparingly to call attention to the most important information.
- Length: For undergraduate students and recent college graduates, use a full one-page résumé.
- Paper: Use 8.5" x 11" résumé-quality paper in a neutral color to print your résumé, cover letter, and references page.
- Professionalism: Eliminate all typos and misspellings by having multiple individuals proofread your résumé.
- Spacing: Use margins of 0.5" to 1" on all sides with appropriate, but not excessive, spacing.
- Templates: Avoid résumé templates as they tend to be difficult to edit and do not easily allow for changes as your résumé evolves with your experiences. Sample résumés are available on the Career Services website.
- Visit Applicant Tracking Systems on page 13 to learn more about the importance of formatting and customizing your résumé.

Heading and section tips

Heading titles should highlight specific skills and experiences. Below is a list of possible headings you could use in your résumé if you have applicable experience:

- Education
- Objective/Career Summary
- Relevant Course work
- Work Experience
- Related Experience
- Clinical/Practicum Experience
- Observation Hours
- Internships/Externships/Micro-internships
- Activities/Campus Involvement
- Academic Honors/Awards

- Volunteer Work/Service Learning/Civic Engagement
- Skills & Certifications
- Military Service
- Languages
- Professional Development/Memberships/Affiliations
- Technical Knowledge or Skills
- Leadership Experience
- Research Experience

Writing bullet points

Unlike other professional writing, résumés require writing about your experiences and skills in concise bullet points—it is not recommended to write in paragraphs or complete sentences. They should highlight the skills you gained from each experience more so than just listing a duty or task you completed.

Tips for writing strong bullet points:

- Start with an action verb. (Visit Action Words starting on page 7.) Then add details.
- Bullet point = action word + skill + how/why
- If you are currently in the role or experience, use present tense. If including something from the past, use past tense.
- List bullet points in order of importance that you want an employer to identify.
- Look at a job posting or description for “qualifications and job duties” to match your bullet points to the position description. Be sure to use the text in your bullet points as they are listed in the posting, if you had the experience.
- Quantify your bullet points if applicable (e.g., specify how many employees you trained, how much you increased attendance, or how much of a budget you managed).



“There’s only so much time to look at a résumé. So focus on clarity and being concise and really driving your main points across.”

—Dayna Schlenker, talent acquisition specialist, MarcFirst

Improved bullet points

If you are thinking of using this word:	Consider using this word instead:
led	conducted, directed, guided, headed
helped	assisted, contributed, supported
put together	arranged, collected, compiled, coordinated, organized
made sure	approved, assured, corrected, ensured, verified
kept track	managed, monitored, recorded, scheduled

Before	After
worked the cash register	provided customer service in an efficient and courteous manner and handled financial transactions with accuracy
helped with various marketing projects	assisted marketing chair on a campus-wide campaign to promote Homecoming event to 15,000 students and alumni
took care of children at daycare	created developmentally appropriate activities for five children with special needs

Action Words

USE ACTION WORDS IN YOUR RÉSUMÉ AND COVER LETTER TO HELP HIGHLIGHT SKILLS YOU FOSTERED IN YOUR EXPERIENCES.



CREATIVE SKILLS

Acted	Condensed	Displayed	Founded	Invented	Planned
Adapted	Created	Drew	Illustrated	Modeled	Revised
Began	Customized	Entertained	Initiated	Modified	Revitalized
Combined	Designed	Established	Instituted	Originated	Shaped
Composed	Developed	Fashioned	Integrated	Performed	Solved
Conceptualized	Directed	Formulated	Introduced	Photographed	

Source: adapted from *livecareer.com*



“Everyone should have a ‘master résumé’ in a blank Microsoft Word document. (Do not use a Word template.) This document should list everything they have done while in college and post-bachelors for alumni (i.e., part-time jobs, internships, civic engagement, working with family, RSOs, course work where you completed a special project, etc.) Then for every position you apply to, make a copy (use “Save As” in Word) of your résumé. Tweak that copy for each position you apply.”

– Renee Carrigan, career curriculum development advisor and career advisor for the education career cluster



DATA/FINANCIAL SKILLS

Administered	Assessed	Computed	Estimated	Netted	Qualified
Adjusted	Audited	Conserved	Forecasted	Planned	Reconciled
Allocated	Balanced	Corrected	Managed	Prepared	Reduced
Analyzed	Budgeted	Determined	Marketed	Programmed	Researched
Appraised	Calculated	Developed	Measured	Projected	Retrieved



HELPING SKILLS

Adapted	Clarified	Demonstrated	Facilitated	Intervened	Represented
Advocated	Coached	Diagnosed	Familiarized	Motivated	Resolved
Aided	Collaborated	Educated	Furthered	Prevented	Simplified
Answered	Contributed	Encouraged	Guided	Provided	Supplied
Arranged	Cooperated	Ensured	Helped	Referred	Supported
Assessed	Counseled	Expedited	Insured	Rehabilitated	Volunteered
Assisted					



INTERPERSONAL COMMUNICATION/PEOPLE SKILLS

Addressed	Consulted	Edited	Interviewed	Outlined	Reported
Advertised	Contacted	Elicited	Involved	Participated	Resolved
Arbitrated	Conveyed	Enlisted	Joined	Persuaded	Responded
Arranged	Convinced	Explained	Judged	Presented	Solicited
Articulated	Corresponded	Expressed	Lectured	Promoted	Specified
Authored	Debated	Formulated	Listened	Proposed	Spoke
Clarified	Defined	Furnished	Marketed	Publicized	Suggested
Collaborated	Developed	Incorporated	Mediated	Reconciled	Summarized
Communicated	Directed	Influenced	Moderated	Recruited	Synthesized
Composed	Discussed	Interacted	Negotiated	Referred	Translated
Condensed	Drafted	Interpreted	Observed	Reinforced	Wrote
Conferred					



MANAGEMENT/LEADERSHIP SKILLS

Administered	Contracted	Enforced	Incorporated	Organized	Replaced
Analyzed	Controlled	Enhanced	Increased	Originated	Restored
Appointed	Converted	Established	Initiated	Overhauled	Reviewed
Approved	Coordinated	Executed	Inspected	Oversaw	Scheduled
Assigned	Decided	Generated	Instituted	Planned	Secured
Attained	Delegated	Handled	Led	Presided	Selected
Authorized	Developed	Headed	Managed	Prioritized	Streamlined
Chaired	Directed	Hired	Merged	Produced	Strengthened
Considered	Eliminated	Hosted	Motivated	Recommended	Supervised
Consolidated	Emphasized	Improved	Navigated	Reorganized	Terminated



ORGANIZATIONAL SKILLS

Approved	Collected	Generated	Operated	Recorded	Screened
Arranged	Compiled	Incorporated	Ordered	Registered	Submitted
Catalogued	Corrected	Inspected	Organized	Reserved	Supplied
Categorized	Corresponded	Logged	Prepared	Responded	Standardized
Charted	Distributed	Maintained	Processed	Reviewed	Systematized
Classified	Executed	Monitored	Provided	Routed	Validated
Coded	Filed	Obtained	Purchased	Scheduled	Verified



“Any sort of experience that shows creativity or leadership skills is important. If somebody has summer camp I know they worked with people and they had to do a lot of creative problem solving.”

—Daniel Sutter, recruiter, Morton Buildings, Inc.



RESEARCH SKILLS

Analyzed	Detected	Experimented	Inspected	Measured	Solved
Clarified	Determined	Explored	Interviewed	Organized	Summarized
Collected	Diagnosed	Extracted	Invented	Researched	Surveyed
Compared	Evaluated	Formulated	Investigated	Reviewed	Systematized
Conducted	Examined	Gathered	Located	Searched	Tested
Critiqued					



TEACHING SKILLS

Adapted	Conducted	Encouraged	Guided	Motivated	Tested
Advised	Coordinated	Evaluated	Individualized	Persuaded	Trained
Collected	Critiqued	Explained	Informed	Simulated	Transmitted
Coached	Developed	Facilitated	Instilled	Stimulated	Tutored
Communicated	Enabled	Focused	Instructed	Taught	



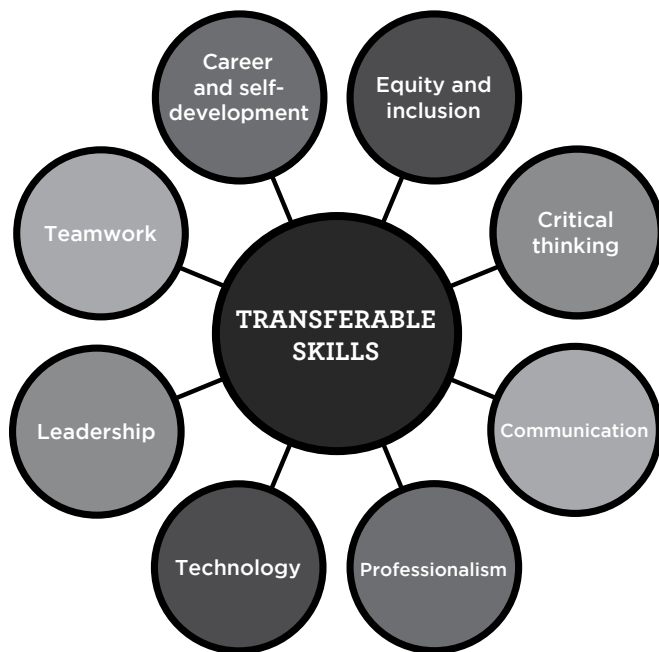
TECHNICAL SKILLS

Adapted	Conserved	Developed	Operated	Remodeled	Studied
Applied	Constructed	Engineered	Overhauled	Repaired	Upgraded
Assembled	Converted	Fabricated	Printed	Replaced	Utilized
Built	Debugged	Fortified	Programmed	Restored	
Calculated	Designed	Installed	Rectified	Specialized	
Computed	Determined	Maintained	Regulated	Standardized	

Source: adapted from livecareer.com

TRANSFERABLE SKILLS

Transferable skills, often referred to as soft skills or competencies, are skill sets you fine-tune and develop in one experience and transfer to another. Transferable skills can be gained anywhere: classes, jobs, internships, volunteering, working with faculty, etc. According to the National Association of Colleges and Employers, the most desirable transferable skills employers from all industries seek from candidates are as follows. When in doubt on what to put on your résumé, include experiences where you have used these skills.



Source: National Association of Colleges and Employers

Career & Self Development

Proactively developing yourself and your career through continual personal and professional learning, awareness of your strengths and weaknesses, navigating career opportunities, and networking to build relationships within and out of your organization.

Sample behaviors:

- Show an awareness of your own strengths and areas for development.
- Identify areas for continual growth while pursuing and applying feedback.
- Develop plans and goals for your future career.
- Professionally advocate for yourself and others.
- Display curiosity. Seek opportunities to learn.
- Assume duties or positions that will help you progress professionally.
- Establish, maintain, and/or leverage relationships with people who can help you professionally.
- Seek and embrace development opportunities.
- Voluntarily participate in further education, training, or other events to support your career.

Communication

Clearly and effectively exchanging information, ideas, facts, and perspectives with persons inside and outside of an organization. Sample behaviors:

- Understand the importance of and demonstrate verbal, written, and nonverbal/body language, abilities.
- Employ active listening, persuasion, and influencing skills.
- Communicate in a clear and organized manner so that others can effectively understand.
- Frame communication with respect to the diversity of learning styles, varied individual communication abilities, and cultural differences.
- Ask appropriate questions for specific information from supervisors, specialists, and others.
- Promptly inform relevant others when needing guidance.

Critical Thinking

Sample behaviors:

- Make decisions and solve problems using sound, inclusive reasoning and judgment.
- Gather and analyze information from a diverse set of sources and individuals to fully understand a problem.
- Proactively anticipate needs and prioritize action steps.
- Accurately summarize and interpret data with an awareness of personal biases that may impact outcomes.
- Effectively communicate actions and rationale, recognizing the diverse perspectives and lived experiences of stakeholders.
- Multi-task well in a fast-paced environment.

Equity & Inclusion

Demonstrating the awareness, attitude, knowledge, and skills required to equitably engage and include people from different local and global cultures. Engage in anti-racist practices that actively challenge the systems, structures, and policies of racism.

Sample behaviors:

- Solicit and use feedback from multiple cultural perspectives to make inclusive and equity-minded decisions.
- Actively contribute to inclusive and equitable practices that influence individual and systemic change.
- Advocate for inclusion, equitable practices, justice, and empowerment for historically marginalized communities.
- Seek global, cross-cultural interactions and experiences that enhance one's understanding of people from different demographic groups and that lead to personal growth.
- Keep an open mind to diverse ideas and new ways of thinking.
- Identify resources and eliminate barriers resulting from individual and systemic racism, inequities, and biases.
- Demonstrate flexibility by adapting to diverse environments.
- Address systems of privilege that limit opportunities for members of historically marginalized communities.

Leadership

Recognize and capitalize on personal and team strengths to achieve organizational goals.

Sample behaviors:

- Inspire, persuade, and motivate self and others under a shared vision.
- Seek out and leverage diverse resources and feedback from others to inform direction.
- Use innovative thinking to go beyond traditional methods.
- Serve as a role model to others by approaching tasks with confidence and a positive attitude.
- Motivate and inspire others by encouraging them and by building mutual trust.
- Plan, initiate, manage, complete, and evaluate projects.

Professionalism

Knowing work environments differ greatly, understand and demonstrate effective work habits, and act in the interest of the larger community and workplace.

Sample behaviors:

- Act equitably with integrity and accountability to self, others, and the organization.
- Maintain a positive personal brand in alignment with organization and personal career values.
- Be present and prepared.
- Demonstrate dependability (e.g., report consistently for work or meetings).
- Prioritize and complete tasks to accomplish organizational goals.
- Consistently meet or exceed goals and expectations.
- Pay attention to detail, resulting in few if any errors in your work.
- Show a high level of dedication toward doing a good job.

Teamwork

Build and maintain collaborative relationships to work effectively toward common goals, while appreciating diverse viewpoints and shared responsibilities.

Sample behaviors:

- Listen carefully to others, taking time to understand and ask appropriate questions without interrupting.
- Effectively manage conflict, interact with and respect diverse personalities, and meet ambiguity with resilience.
- Be accountable for individual and team responsibilities and deliverables.
- Employ personal strengths, knowledge, and talents to complement those of others.
- Exercise the ability to compromise and be agile.
- Collaborate with others to achieve common goals.
- Build strong, positive working relationships with supervisors and team members/co-workers.

Technology

Understand and leverage technologies ethically to enhance efficiencies, complete tasks, and accomplish goals.

Sample behaviors:

- Navigate change, and be open to learning new technologies.
- Use technology to improve efficiency and productivity of the work.
- Identify appropriate technology for completing specific tasks.
- Manage technology to integrate information to support relevant, effective, and timely decision-making.
- Quickly adapt to new or unfamiliar technologies.
- Manipulate information, construct ideas, and use technology to achieve strategic goals.



APPLICANT TRACKING SYSTEMS

Applicant Tracking Software (ATS) are technology programs that scan application documents such as résumés and cover letters. If you are uploading documents when applying online and/or filling out an online application, it is very likely that the employer is using ATS.

If you can, try to avoid Applicant Tracking Systems. If you cannot, pair it with networking. Data shows that you only have a 2 percent chance of landing an interview when you apply online. On the other hand, referrals make up 40 percent of all hires (the largest channel by far). Networking is key and must be an essential part of your job search process. Identify recruiters on LinkedIn or attend career events or career fairs. (Visit the Power of LinkedIn on page 19, and Making Networking Events Work for You on page 20.) Reach out to them and mention that you are applying for one of their open positions. Briefly outline your skills and ask for more info on the job. In addition, try to identify a connection working inside the organization (personal connection or alum) and reach out to them for more info about the organization/position. Ask them to pass on your résumé to human resources or the appropriate recruiter or hiring manager.

Additional Applicant Tracking System tips

- Utilize the job description. Optimize for ATS search and ranking algorithms by matching your résumé keywords to the job description and résumé every time you apply, assuming you have those experiences and can speak to them during an interview.
- Include and spell out acronyms. Use both the long-form and acronym version of keywords such as “Master of Business Administration (MBA)” or “Search Engine Optimization (SEO)” for maximum searchability.
- Submit a PDF. Use a PDF unless the application process says otherwise.
- Bold and underline. This will not affect the ATS and can help when an actual person is viewing your résumé.
- Stick to standard language. Skip creative wording and save that for the interview.
- Use a traditional résumé font like Times New Roman, Helvetica, Garamond, or Georgia.
- Keep the format simple. Do not use tables, lines, graphs, charts, headers, footers, text boxes, columns, or color ink.

Source: Why only 2% of applicants actually get interviews, November 10, 2016, Workopolis+

RÉSUMÉ CHECKLIST

Use this checklist to be sure your résumé is ready to go.

Is your résumé:

- Free of spelling and grammar errors?
- Devoid of personal pronouns (e.g., I, we, me, my)?
- A good reflection of how your skills and experiences relate to the job?
- One full-page (common expectation for entry-level professional positions without professional work experience and a bachelor’s degree)?

Does your résumé:

- Use consistent formatting for dates, job titles, etc.?
- Display your most relevant qualifications near the top of the page under appropriate section headings?
- Highlight all relevant experience?
- Use action verbs to describe experiences?
- Use key words from your area of discipline and/or a job posting to describe your experiences?
- Demonstrate an understanding of the position you are seeking and/or the needs of the employer?

REFERENCES

References are not required for every application. So only submit them if you are required to do so.

- List your references on a separate document with the same heading of contact information used on your résumé. Unless specifically told to do so within the application directions do not include references on your résumé.
- Ask permission of three to five individuals who can speak to your ability to work. These are called ‘professional’ references and are commonly work or internship supervisors, faculty, individuals who oversee your volunteer experience or participation in student organizations. Be sure to ask for their phone number and email.
- It is fine to list a professional reference even if they have retired or moved from the job or position in which you worked with them.
- It is not recommended to use relatives or friends as references.
- For each reference, list the following: name, title, organization, physical address, phone number, email, and statement explaining how you know or have worked with them.

Example:

Reggie Redbird
Mascot, Illinois State University
Campus Box 1857
Normal, IL 61790-1857
(309) 438-1857

Reggie Redbird was my supervisor when I worked for Career Services as a career ambassador.

CURRICULUM VITAE

A curriculum vitae (CV) is biographical information about one's educational and professional background. The origin of the term is Latin and means "the course of one's life or career." Individuals with a Ph.D., M.D., J.D., M.A., M.S., M.F.A., or M.S.W. often use vitae, as well as some individuals with a B.A., B.S., and/or professional experience. The document is used primarily for educational institutions, applications for professional (academic or administrative) positions, admissions to a professional- or graduate-level program, and/or for professional positions in which advanced levels of education and experience are required. Most B.A. and B.S. graduates in business, government, and education (K–12) positions do not require a CV.

A two-page résumé is not a vitae, though two pages can constitute a vitae. It is not just the length of the document but the specific information within it that creates this difference. Like a résumé, there is not a specific way to construct a vitae nor one way to format it, but there are a few standard guidelines and headers. Samples are available on the [Career Services website](#).

Vitae should be well-organized, intuitive and error-free, including the following as applicable to your experiences:

Name and Contact Information

This should be at the top of the first page. The subsequent pages should include name and page number in the same header or footer location throughout the document. There is no need to type "vitae" on the first page.

Professional/Career/Vocational/Research Objectives

A brief sentence stating general goals or paragraph sharing both short-term and long-term goals.

Education

List the names of universities, colleges, and professional schools attended in reverse chronological order, with the most recent or important first. Include degrees awarded and in-progress, diplomas, certificates, dates of graduation and/or attendance, major, minor, emphasis, and concentration details. Include strong GPA(s), where appropriate.

Thesis/Dissertation Abstract

A summary of a thesis or dissertation, full title, and date of completion are helpful in conveying specialized knowledge gained from advanced degrees. Some disciplines (such as chemistry or psychology) have specific editorial formats for abstracts.

Honors/Achievements/Awards

List and describe departmental, athletic, and dean's list awards; scholarships and fellowships; and community and professional awards in reverse chronological order or order of relevance. Briefly describe why you received the award.

Related Course work

List courses related to the position or graduate program applying to in groups, with course titles and descriptions where appropriate. If you completed a special project in the course, such as a research paper, speech, or group project, develop bullet points using applicable action words relaying the skills used. Do not list course numbers or abbreviations. (Visit Action Verbs, starting on page 7.)

Research Interest(s)

Be as specific as possible regarding the description and scope of your research interest(s).

Research and/or Laboratory Experience

Provide detailed descriptions of experience and the ways in which this fits into a profession or a laboratory's ongoing research. Give the title of each project and information concerning its actual or potential publication. List the names and titles of professors or supervisors.

Teaching Interests and Experience

Describe teaching, tutoring, and group learning experience. Include whether you have written the syllabi, what texts were used, and the level of the class instructed (freshman, sophomore, graduate level, etc.).

Instrumentation Experience

Include computer or laboratory hardware, photographic, and/or audio-visual programs with which you have technical competency. Include equipment model numbers where appropriate.

Special Skills

List foreign and computer languages, computer software (including edition or version information, where pertinent), leadership, organizational, and analytical skills.

Publications/Presentations/Works-in-Progress

These include works authored or co-authored with faculty or other colleagues. Provide appropriate bibliographic descriptions (list unpublished manuscripts only if they are being considered for publication). Artists and musicians should provide descriptions of works-in-progress. Provide detailed descriptions of presentations, particularly those on behalf of academic societies and professional associations. List title, organization name, location, and date in reverse chronological order.

Professional Associations/Learned/Scientific Societies

Include role, level of involvement, offices held, and group membership duration. Some examples include the American Chemical Society, Modern Language Association, and American Psychological Association.

Work Experience

This can include full-time, part-time, internship, volunteer, summer, and on-campus experience listed together or separated by type. You may also separate by order of significance. Include the job title as designated by the company, the company or organization name, location (city, state), type of organization, dates, job duties and responsibilities, and promotions.

Civic Engagement

List civic memberships, volunteerism, and each role, level of involvement, and office held.

Background

This is a space to include information for graduate and professional school applications (e.g., prolonged residence abroad and/or unusual educational work experiences). Do not include information on race, ethnicity, religion, gender, age, or political preference.

Activities/Campus Involvement

List all campus programs and may include role, level of involvement, and offices held.

Interests

List related, professionally applicable avocations where appropriate.

Travel

Include descriptions and length of visits for extensive domestic or international travel where applicable to course work or specific research.

References/Recommendations

References should be those willing to be contacted without direct communication from you and are completely optional. (Visit References on page 13.)

COVER LETTER CONTENT AND STRUCTURE

Cover letters are submitted with a résumé and are customized to specific job posting. They are commonly referred to as “letters of intent” or “letters of inquiry.” They are used to introduce oneself and highlight why one is the most suitable candidate for the job and the organization.

Use these tips to draft an effective cover letter:

- Emphasize what you can offer the employer, not what the employer can or should offer you
- Demonstrate that your qualifications fit the requirements of the position
- Provide examples of skills, abilities, and top qualities; and align to the position to which you are applying.
- Show you have researched the position and organization
- Demonstrate your writing ability
- Make sure it is only one page. The body of the letter should be no more than one-third to half the page, 10-12 size font, and match the font on your résumé
- Avoid lengthy paragraphs and keep your sentences simple and to the point

Drop-in Hours



Get a review of your résumé, cover letter, or LinkedIn profile without an appointment during our 10-15 minute sessions.

Check our website for availability.

CareerServices.IllinoisState.edu/Career-Advising



“When reviewing cover letters during drop-in hours, one of the most common mistakes I see is that students list all of their experiences in their cover letter. It is best to look at the job

description and highlight specific experiences that correlate with that job description. All of your experience is already on your résumés, so use your cover letter to detail your experiences and how they make you the best candidate for the job.”

—Addie Boston, Career Services career ambassador, junior, social work major

COVER LETTER SAMPLE

REGGIE REDBIRD

123 Redbird Road • Normal, IL, 61761 • (309) 123-4567 • rbirdfan@email.com

Your header format should match the header on your résumé.

February 12, 20XX
 Mai Getajobe
 Manager of Human Resources
 ABC Incorporated
 1234 State Street
 Bloomington, IL 61704

Try to address the cover letter to a person. If you are unable to find a name use a title (i.e., Dear Hiring Manager)

Dear Ms. Getajobe:

I am writing to apply for the position of human resources assistant in your Training and Development Office. I found this position in the Illinois State University Career Services Hire-A-Redbird system.

In the introduction paragraph, let the reader know the position you are applying for and how you found out about it. If you were referred by a person, name-drop here.

My education in human resources and my recent internship at Redbird Publishing House have provided me with the experience and confidence necessary to succeed in training and development. I will be receiving my Bachelor of Science in psychology in May 2023. I noticed in the job description that you are looking for a professional with experience in technical writing. My time at Redbird Publishing House was spent developing the web-based training manual for the professional staff to use when training new employees on customer service. Redbird Publishing was recently awarded the coveted "City of Chicago Customer Service Company of the Year" by the Chicago Chamber of Commerce. I am very pleased to have been a part of that effort.

I am particularly impressed by the company philosophy noted on the website of "dedication to professional excellence through continued professional education." I agree with this idea and have embraced several professional development opportunities in the field myself. Most recently, I participated in the Society for Human Resource Management Annual Conference. In addition to providing opportunities for others to improve, I would look forward to my own continuing professional development at ABC Inc.

The body paragraphs relay the requirements of the job you have such as education and transferable skills listed in the job posting. In other words, be sure to include the experiential skills that set you apart from other candidates to highlight why you should be offered an interview.

Thank you for considering me as a candidate for this position. I eagerly anticipate hearing from you in the near future about the prospect of an interview.

Keep the closing paragraph short. Include the words "thank you" and relay a call to action—what the next steps can be.

Sincerely,

Reggie Redbird
 Reggie Redbird

Leave a few spaces for your signature if you plan to print and sign. Or you can insert your signature as an image (although this is not necessary).

Starting Your Job Search

ASSESSING EMPLOYERS' COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Increasingly, equity, diversity, equity, and inclusion (EDI) are important values that job seekers are looking for in their workplace. If you are interested in learning about an employer's commitment to diversity, equity and inclusion, conduct thorough research on the organization, including reviewing their mission, vision, values, and goals.

According to the National Association of Colleges and Employers (NACE), you should engage in what is called "conscious job-seeking," by asking EDI-related probing questions while job searching and interviewing. NACE recommends the following questions to assess a potential employers' commitment to EDI:

- How does your organization define diversity? What lenses of diversity has your organization made a direct commitment toward?
- Does your organization have a chief diversity officer or a designated leader to drive EDI and engage internal and external stakeholders?
- What social causes does your organization support?
- Does your organization actively support diverse suppliers, contractors, and small businesses?
- Has your organization made any formal commitments in support of racial equity?
- How does your organization center diversity, equity, inclusion, and belonging?
- Does your organization offer any formal employee training around biases, anti-racism, or general EDI?

Source: Conscious Job Seeking: Assessing Employers' Commitment to DEI, NACE, November 16, 2020

DIVERSE COMMUNITIES AND IDENTITY-BASED RESOURCES

As you approach your job search you may want to find job boards and professional associations that are identity-specific, including race, sexual orientation, ability, veteran status, gender, etc. Visit the document library in Hire-A-Redbird for Guides specific to each of these communities or connect with your career advisor:

- Veterans
- International students
- Student-athletes
- Individuals with a disability
- Individuals on the autism spectrum
- Individuals who identify as part of the LGBTQ community



equity diversity inclusion is YOU
Illinois State University



JOB SEARCH STRATEGIES

There are several job search strategies to find internships and jobs. Use as many as you can during the search process and customize them to what you need. In addition, because of the time involved in customizing your résumé for each position, consider identifying if you are a good fit for a position before you take the time to apply and customize your résumé. Be strategic in your job search.



ONLINE JOB POSTINGS

Online job postings are frequently updated, so use them to identify current openings. Hire-A-Redbird is Illinois State's online job posting system for Redbird students, alumni, and employers. Use it to find part-time and full-time positions, and internship opportunities.



ONLINE RESEARCH

Visit an organization's website to learn about them. Research a variety of them and compare their organizations' cultures. Check out their core values and mission statement, usually found under 'About Us'. Also, follow their social media to keep up with their events, job postings, and culture.



LINKEDIN/SOCIAL MEDIA

A thorough LinkedIn profile, along with actively using the platform with purpose, can connect you with people from previous experiences or within your desired field/career cluster. Include all of your past experiences, educational background, and affiliations, as a recruiter may share something in common with you. With over 3 million jobs listed on LinkedIn, learn how to use it as part of your job strategy. Visit the Power of LinkedIn on page 19.



CONSIDER OTHER OPPORTUNITIES

Other ways to connect with employers are to request an informational interview (visit Informational Interviews, page 2), participate in a job shadow, apply for a part-time job, or volunteer. Each experience helps to build your network and shows your interest in an organization while allowing them to observe your work ethic.



MAKE CONNECTIONS—NETWORK

Talk with everyone you know to develop connections. Have career-related conversations with your family members, classmates, friend's parents, professors, classmates, or supervisors; as they might know (or know of others who know) about opportunities that aren't formally posted. Don't forget about social media. Post that you are conducting a job search and ask for leads.



INTERNSHIPS

Employers often consider candidates they know or who have a reputable source who can vouch for them. Treat your experience as if it were an interview. Internships are one way to build connections, and may help you and the employer decide if you are a good fit for a full-time position.

58%

of internships convert to a full-time job
Source: National Association of Colleges and Employers

80%

of jobs are not listed as formal job postings



ON-CAMPUS RECRUITING

This is a common way for recruiters to connect with students and graduates. Take advantage of events such as professional panels, career fairs, and other career-related events.

Sources: National Association of Colleges and Employers,
businessinsider.com/at-least-70-of-jobs-are-not-even-listed-heres-how-to-up-your-chances-of-getting-a-great-new-gig-2017-4



THE POWER OF LINKEDIN

Use LinkedIn to define your professional digital identity. You may not realize it, but many employers research candidates online. Consider using “Google,” and type in your name to identify what shows up. If you have a LinkedIn profile it is one of the first things that will appear in a search.

What is LinkedIn?

LinkedIn is the largest professional networking site in the world, with 600+ million users. It is a free way to build your unique professional brand identity to employers.

How can LinkedIn help me?

- Connect with people in your dream company or job.
- Find Illinois State alumni globally to grow your professional network.
- Search for internships and job postings.

90% of recruiters use LinkedIn regularly to identify candidates



“ADM uses LinkedIn to promote our open positions. When seeking candidates, one of the things we look at is their leadership qualities. We also consider the (student) groups they are involved in and the honors they have received. Filling out the “About” section is a great place for them to tell about their passions.

Candidates should also know that I read all messages that are sent to my LinkedIn profile. I think that’s the best way for the initial reach out.”

*– Julie Elwick, campus relations specialist,
Archer Daniels Midland*

Where do I start?

Visit LinkedIn.com (the system will walk you through creating a profile), and add in as much information as you can and fill out as many sections as possible.

How can I make my profile engaging?

Use pictures. Include a cover photo that is a visual of your career goals, and use a professional headshot photo. (Get a professional headshot photo taken at the Career Services Fall/Spring Internship Fairs or Fall/Spring Career Fairs for free). In addition, complete all sections and include full descriptions/ bullet points.

What do I do after creating a profile?

- Grow your network by searching for friends, family, neighbors, high school teachers, old coaches, etc.
- Connect with alumni, company recruiters, professionals with your dream job.
- Participate in conversations by joining groups related to your specialized interests, follow companies and influencers, receive job/internship postings, and engage with their professional content (i.e., like, comment, and share).

Where can I get help with LinkedIn?

Visit Career Services during drop-in hours, or schedule an appointment with your career advisor today using Hire-A-Redbird.

Need a photo for LinkedIn?

Get a free headshot photo at our fall and spring internship fairs, or fall and spring career fairs.



CareerServices.IllinoisState.edu/Events

MAKING NETWORKING EVENTS WORK FOR YOU

Networking events provide opportunities to connect with employers from a variety of organizations to learn about their organizations and their hiring processes. Use your time effectively, and maximize your interactions with employers, using these tips:

Before the event

1. **Research employers.** Identify who is attending an event in advance. For example, the list of registered employers attending a Career Services career fair will be posted prior to each fair and can be accessed on Hire-A-Redbird. Develop a list of employers you are interested in, visit their websites to research important organization information, and take notes.
2. **Identify your targets organizations.** Based on your research, prioritize the organizations on your list and determine who to meet first. This will help you make the best use of your time.
3. **Prepare a 30-second commercial.** Your interaction with employers may be limited, so maximize your time by promoting yourself in an appropriate way to ultimately answer the questions “Why should we call you in for an interview or hire you?”
4. **Practice your 30-second commercial.** Try it out with a friend or career advisor so you sound conversational and spontaneous.



During the event

1. Be professional and polite. Industry appropriate attire is expected and sets the tone for your interaction with employers. (Visit Dressing for the Interview, page 25.) Approach the employers with confidence and reasonable assertiveness. Smile as you meet with representatives and act politely.
2. Use your time well. When it is your turn to speak, use your “commercial” to introduce yourself. Have relevant questions reflecting your knowledge about the employer, because that will reflect your interest in the company. Ask for a business card to follow up on prospective leads.
3. Bring several résumés printed on high-quality résumé paper when attending networking events.

After the event

1. If applying for a job, complete the online process as soon as possible. Many employers require completed digital applications to proceed to a formal interview.
2. Send a thank-you letter or email within 24 hours after the event to employers who interest you. In each message, remind your new contact where you met them and reiterate your interest in them, their company, and/or a position discussed.

Sample introduction/30 second commercial

- Hello, my name is <your name>. I’m majoring in <major/> (or graduating in <month, year> with a degree in <major>).

Introduce yourself and your area of study

- I am interested in <internship/job> with your organization because of my experience <state previous internship, part-time employment, student organization experience, a related class project, etc.> as you will see on my résumés.

Connect the organization/role/position to your experience, if not directly related to your major, pitch your experiences or transferable skills.

- You’ll also see that I have done <previous internship, part-time employment, student organization experience, a related class project, etc.>, which allowed me to develop <name relevant skills gained> which would allow me to be successful in the position.

Highlight your strengths or achievements. Convey your message naturally without sounding rehearsed.

- Based upon your website’s description of what is required of entry-level candidates, I am confident I can contribute to the future growth of <organization name>.”

Share why you would be a good fit for the position or organization. Show you have researched the employer by sharing a personal career goal that aligns with the mission statement of that specific institution.

BUILD YOUR NETWORK AND GAIN EXPERIENCE

Gain related experiences and build your network. Consider one or more of these suggestions or connect with your career advisor for others specific to your career.

- Work a part-time job. Visit Hire-A-Redbird for vacant part-time positions or attend the Fall Part-time Job Fair.
- Participate in research with faculty in your academic areas of interest.
- Activities/campus involvement (Visit RedbirdLife. IllinoisState.edu for student organizations on campus.)
- Volunteer/service learning/civic engagement (Connect with the Illinois State Center for Civic Engagement.)
- Gig and freelance work
- Visit Hire-A-Redbird for internship and micro-internship opportunities.
- Hire-A-Redbird, an online job board that posts part-time and internship opportunities
- One-on-one career and/or internship advising
- Networking events—Visit Career Services website for a complete list of events each semester

Internships

Internships are professionally supervised work or service experiences that include intentional learning outcomes designed to provide real world experiences.

Internships may be paid or unpaid, taken for credit or not-for-credit, be held on-campus or off-campus, and are usually a one-time experience, lasting a semester.

The value of internships

Internships provide many opportunities for you to develop your transferable skills, which are vital to your career regardless of what career path you choose. (Visit Transferable Skills on page 11.)

In fact, having participated in an internship and developing your skills can make a big difference to an employer when choosing between two equally qualified candidates.

Internships are a very effective way to gain experience, build your professional network, and should be included in your résumé along with listing the skills you developed. (Visit Developing Your Résumé starting on page 6.)

(Source: National Association of Colleges and Employers, 2021 Internship and Co-op Survey Report Executive Summary)

Internship considerations at Illinois State

- 41 percent of undergraduate programs at Illinois State require internships (professional practice) for graduation
- Academic oversight of internships is handled by each academic department
- Each academic department has an assigned internship coordinator who oversees for-credit internship experience
- Tuition and fees are assessed for all credit-bearing internships
- Professional practice courses at Illinois State are coded 198, 298, 398, or 498
- Only credit-bearing internships will appear on your official transcripts



Alumni Mentor Network

Redbirds Helping Redbirds

Join the Alumni Mentor Network, a tool connecting students with alumni volunteer mentors.

Identify an alumni to assist you in your career journey

For more information, contact Career Services at (309) 438-2200



SCAN ME

Open your camera app on your smart phone and scan the QR code to learn more about the Alumni Mentor Network!

You Landed the Interview ... Now What?

TYPES OF INTERVIEWS

Today three main types of interviews exist: phone, virtual, and on-site/in-person interviews. Regardless of the type of interview, practicing is crucial. It is highly recommended to not 'wing it' in an interview.



Phone interview

- Prepare for a phone interview just as you would prepare for a virtual or in-person interview.
- Since the employer cannot see you during this interview, have materials in front of you during the interview (i.e., résumé, notes taken to prepare, job description) to help with your interview responses.
- Phone interviews can sometimes be difficult and awkward since the employer cannot see your interest in the position, and your nonverbal communication, such as body language and eye contact. To improve the conversation, try standing during the interview, and smile while responding to questions. This will help to bring energy to your voice. You can also ask "Did that answer your question?" or "Would you like me to elaborate," after your first few responses to help signal that you are finished speaking. It also allows an employer to ask a follow-up question if needed.
- Have the contact information of the employer with whom you will be speaking in case you encounter any technical difficulties.
- Be ready to interview 10 minutes prior to the scheduled interview time. This will be helpful in case the employer calls you a little earlier.
- Turn off any electronic devices that could be a distraction.

Need a place to interview?

Whether your interview is by phone, in-person, or virtual, we have space you can use. Reserve a huddle room at (309) 438-2200.



In-person interviews

In-person interviews require you to interview in person at the organization where you will potentially be working. Use the following tips when participating in an in-person interview:

- Consider your commute and how long it will take for you to arrive, including emergencies and traffic.
- Arrive 15 minutes prior to your scheduled interview time.
- Bring extra copies of your résumé and cover letter. Turn your phone off or do not bring it into the interview.
- Dress professionally as appropriate to your industry/career cluster. (Visit Dressing for the Interview, page 25.)
- Be friendly and polite to everyone you encounter at the organization. You never know whom an employer might ask to provide an opinion about their interaction with you, which could affect their hiring decision.

Virtual interviews

- Prepare for a virtual interview just as you would prepare for a phone or in-person interview.
- Similar to the phone interview, have the employer's contact information in case you encounter technical difficulties.
- Be ready for the interview 10 minutes prior to the scheduled start time.
- Some employers require a recorded video interview. (This is often considered a screening interview). Many of these employers will not allow you to re-record your answers. Be prepared by practicing your interview first using InterviewStream, Career Services' practice video interview tool.
- Do not read from notes.
- Create a 'virtual handshake' during introductions—look into the webcam, smile, and nod when people are introducing themselves.
- Use webcam and lighting tips:
 - Position yourself directly in front of the camera, having your upper arms, shoulders, and head in view on the screen.
 - Do not zoom in on your face or out so much that you appear far away.
 - Aim light at your face from behind the camera.
- Background and distraction tips:
 - Since it is easy for people to get distracted, try to use a blank, neutral-colored wall as your background, and avoid having any clutter around you. You want the interviewer to focus on you, not what is going on around you.
 - Close window treatments behind you (i.e., curtains, blinds). This can help prevent visual distractions, and improve the lighting, which can cause shadows across your face.
 - Do not allow people or pets to appear during your interview. Choose a time and space where you are not interrupted.
 - Turn your phone off.
- Eye contact and attire
 - Position the webcam at the same height as your head, or slightly higher.
 - If able, make eye contact with the webcam as much as possible, especially when you are talking. (Consider taping a photo of a friendly face near the camera to help you focus on the webcam.)
 - Maintain good posture and use your face to show engagement (i.e., smile, nod, etc.).
 - Dress professionally as appropriate to your industry/career cluster. (Visit Dressing for the Interview, page 25.)



Additional types of interviews

There are different ways to conduct an interview:

- One-on-one interviews—in which one person interviews you is the most common type of interview.
- Screening interviews—typically conducted as a phone or webcam interview. The purpose is to narrow down a large candidate pool.
- Panel interviews—involve multiple people interviewing you at the same time. Try to direct your answer to the person who asks the interview question, while also maintaining eye contact with the whole group.
- Luncheon/dinner interviews—the employer is likely observing how you handle social situations. So treat this as an interview. Be able to focus on your answers, nonverbal communication, and engagement. Consider eating a light meal and avoiding alcohol.
- Second and subsequent interviews—typically will be longer and possibly involve more people.

PROFESSIONAL ETIQUETTE TIPS WHILE INTERVIEWING AND NETWORKING

According to the National Association of Colleges and Employers Job Outlook 2019, 94.5 percent of employers deem professionalism as very to extremely essential in a new hire. Therefore, it is important when networking or interviewing with potential employers that you use professional etiquette. How you present yourself to others can have a negative impact on your professional relationships, can damage your personal brand, and could potentially prevent you from getting a job. Interviewing includes not only what you say but also your nonverbal behavior, which can influence the interviewer's first impression of you. This speaks to your professionalism.

General tips on professional etiquette

The following tips can be applied to both an interview and network setting:

- Arrive at least 15 minutes early for interviews and on time for meetings and events.
- Make good eye contact when introducing yourself, and do not forget to smile.
- Try to maintain direct eye contact when having a conversation; but avoid staring (having eye contact about 65 percent of the time is effective). Smile frequently. Look alert and interested. Sit with good posture and body positioning.
- Be aware of tapping of feet, playing with your hair, nervous laughter, and other habits that can be a distraction from what you are saying.
- Keep the conversation going by asking appropriate questions and avoiding controversial topics.
- Use your manners (please, thank you, etc.).
- Greet people by their titles and last names unless told differently.
- Have a positive attitude. Be friendly and respectful. Enter every interview and networking opportunity with an open mind.

Dining etiquette

It is possible that you could be asked to a lunch/dinner interview and/or business meeting over a meal. It is important in those situations to follow common etiquette rules. If you are too informal, you could jeopardize your chance at a job or other business dealing.

Make a great first impression by following these tips:

- Wait to sit until your host/hostess does so.
- Follow the dress code (usually business casual or business professional).
- Place your napkin in your lap when you sit down.
- Order something that is easy to eat, and do not order alcohol (especially at an interview).
- Wait to eat until everyone has their meal before you begin eating yours.
- Chew with your mouth closed.
- Sit up straight, and do not put your elbows on the table.
- Do not put your cell phone on the table. Put your phone on silent or turn it off.
- Put your napkin on the chair if you leave the table temporarily. Put your napkin beside your plate when you are done eating.

Basic guidelines for dining

Here are a few rules for eating and drinking during an interview:

- Follow the “outside in” rule when using utensils. Start at the farthest point from the food and work your way inward.
- Taste your food before you use salt or pepper.
- Pass the salt and pepper together.
- Dip your spoon away from you when eating soup.
- Pass items to the right.
- If you are ever unsure of what to do, follow the lead of the host/hostess.

During an interview over a meal, the interviewer will usually pay for your meal. However, it is always a good idea to bring extra money for your meal and the tip, just in case the interviewer does not pay. Remember that no matter what type of interview you are at, it is still an interview. Consider having a snack before the interview. You may not have a lot of time to eat because you will be answering interview questions.



Writing etiquette

Most employers seek candidates with strong communication skills, including the ability to write in a professional manner. Your correspondence with employers during the interview process could have an impact on whether you are hired for a position. This is especially true if your correspondence contains grammatical errors and/or an unprofessional tone.

Tips for corresponding with potential employers by hard copy or electronically include:

- Write in a clear, concise manner. Readers should have no doubt by the third sentence what your purpose is for writing.
- Always carry a professional tone. Do not use slang or abbreviations.
- Be honest and sincere.
- Write naturally and sincerely avoiding overuse of the personal pronoun “I.”
- Font: Choose an easy-to-read black font in 10-12 point size.
- Proofread, proofread, and proofread again.

Special considerations when using electronic communication

- Use a subject line that reflects the subject of your message. Avoid verbiage that is common in spam (i.e. “Thank You,” or “Great Opportunity”) and consider the hidden reader—those who may get your message forwarded to them. Subject lines are often left intact when forwarded.
- Include a signature that has your full name and comprehensive contact information (street address, phone number, LinkedIn address, E-portfolio address, etc.).
- Avoid emoticons and electronic acronyms (e.g. BTW, etc.).
- Use greetings like you would in a letter (ex. Dear Pam, Good Morning Dr. John), and include a closing (ex. Sincerely, Best, Thank you).
- Use exclamation points sparingly, if at all.
- Keep emotions in check if you find yourself upset. Remember—would you say this to the person’s face or be embarrassed if this message was read to someone whose opinion matters to you?
- Use urgent flagging sparingly and be careful using “reply all.”
- Resist the urge to use all uppercase or lowercase letters. (Usage of all uppercase letters comes off as if you are screaming. Using all lowercase comes off as if you are passive or insecure.)
- When attaching documents to a message, follow the directions given on file type and size requirements.
- Respond to emails in a timely fashion.
- Proofread emails carefully and use spell check before sending.

DRESSING FOR THE INTERVIEW

While a two-piece suit is traditionally appropriate in many industries/career clusters, it may not be in others. Similar to researching an employer to customize your résumé and cover letter, you should do the same to determine the attire expectations for an interview in the industry/career cluster in which you are applying. You can also ask mentors about appropriate attire, ask during an informational interview with someone in the industry/career cluster, or while job shadowing. If you are still uncertain, schedule a career advising appointment to discuss interview preparation, including dressing for interviews.

Clothing

- Everything about your ensemble should be clean and well-pressed.
- Choose solid, neutral colors (navy, blue, tan, gray, burgundy, black, or beige).
- When knotted, your tie should sit at the middle of your belt buckle.
- Shoes should be clean, polished, and dark-colored.
- Wear socks or opaque tights that match the color of your shoes, or natural-colored hosiery.
- Match your shoe and belt color.
- If wearing a two-piece suit:
 - Either a skirt-suit or pant suit is appropriate.
 - Leave the last button open on a suit jacket.
 - Open the tacked vents on the back of a suit jacket if the suit is new.

Accessories

- Opt for light and natural-looking cosmetics.
- Keep jewelry to a minimum. The “rule of 13” is helpful here. That means if you count more than thirteen accessories such as buttons, bracelets, rings, earrings, face mask, and watch, you risk such becoming a distraction.

Body/facial

- Dependent upon the industry/career cluster that you are applying, consider covering visible body art with clothing and removing visible body piercings (excluding ear piercings). Small stud earrings are preferable to oversized earrings that tend to have a lot of movement, which can be distracting.
- Use perfume, colognes, or scented lotions sparingly, if at all. (What you wear can affect others.)
- Fingernails should be neat, clean, and filed. Neutral nail polish colors are a good choice, if any at all.
- Do not chew gum, candy, or carry cigarettes.

INTERVIEW PREPARATION TIPS

- Know when, where and how the interview is to be conducted (in-person, phone, virtual). If you are not clear on these details, be sure to ask when scheduling the interview.
- Know the full name of the organization and the correct pronunciation of the interviewer's first and last name. If you are not told whom you will be interviewing with when scheduling the interview be sure to ask.
- Have knowledge about the company (i.e., review their mission, vision, values and goals), and be prepared to answer, "What do you know about our organization?" Review the job posting. Based upon these knowledge points, critically think of what questions they could ask you.
- Note the transferable skills that employers across all industries seek in candidates (see Transferable Skills, page 11); you may be asked questions based upon these skills, especially skills mentioned in the job posting.

98
percent

of employers deem
teamwork as very to
extremely essential
in new hires.

Source: National
Association of Colleges and
Employers, Job Outlook
2020

- Prepare responses with examples and relate your comments to the employer's needs. For example, instead of just saying that you are a team player, give an example of when you did so, and how that example is relevant to the position for which you are interviewing.
- Get ready to emphasize your strengths and goals. Stress your achievements. Prepare to be positive about everything and everyone.
- Prepare questions to ask the employer ahead of time to determine if the position is suitable for you. Remember—you are interviewing them just as much as they are interviewing you. As the interview progresses, ask questions about the company to show your interest and help you decide if you really want to work for them. (Visit Questions for Employers, page 32.)
- Have thank-you notes ready, whether it be hard copy notes or an email, and be prepared to send them within 24 hours of the interview. Relay your appreciation for the interview as well as what you enjoyed learning. If you are interested in the position, relay that as well.
- Practice, practice, practice! Whether it is with a roommate, parent, friend, or partner practice answering questions. In addition, use InterviewStream, Career Services' free online mock interview software program that allows you to record your answers and play them back to observe your nonverbal behaviors.
- Meet with your career advisor to discuss these strategies and more.



INTERVIEW WITH CONFIDENCE WORKSHEETS

Two types of questions you are likely to be asked in a job or internship interview include, “Tell me about yourself,” and a behavioral query, such as, “Tell me about a time you worked on a team.” With the former question, the employer is looking for you to articulate your interest in the position and industry—and to offer information about relevant skills and experience you bring to the position. With the latter question, the employer seeks your perspective on your behavior or handling of a specific situation, understanding past behavior predicts future behavior. In preparing to answer both questions, it is important to spend time reflecting on your experiences and be able to articulate not only what you did, but also how these experiences influenced your career direction, workplace behavior, and occupational attitude.

Tell me about yourself

This question is for you to provide some relevant background information about your interest in the field or position, in addition to your experience. This could also be a brief story about events that have shaped your motivation to pursue the opportunity for which you are interviewing. Draw upon your answers to all or some of the questions below to create a complete response.

- How did you become interested in this industry or job function? What classes, internships, books, or other engagements piqued your interest in this field?

- What have you done in this field to pursue or explore this interest? Alternatively, what solidified your initial curiosity?

- What experiences and accomplishments have given you the skills the employer is seeking?

(These may include activities, leadership, internships, jobs, or volunteer opportunities you’ve taken part in.)

- Why are you interested in this position?

PREPARE YOUR ANSWER

Now that you have done some self-reflection, prepare your answers. Remember interaction with employers is limited, so maximize your time with them by promoting yourself in an appropriate way to ultimately answer the question, “Why should we hire you?”

Sample introduction/30 second commercial

I am interested in <internship/job> with your organization because of my experience <state previous internship, part-time employment, student organization experience, a related class project, etc.>.

Connect the organization/role/position to your experience, if not directly related to your major, pitch your experiences or transferable skills.

I have participated in <previous internship, part-time employment, student organization experience, a related class project, etc.>, which allowed me to develop <name relevant skills gained>, which would allow me to contribute to your organization.

Highlight your strengths or achievements.

Based upon your website’s description of what is required of entry-level candidates, I am confident I can contribute to the future growth of <organization name>.”

Share why you would be a good fit for the position or organization. Show you have researched the employer by sharing a personal career goal that aligns with the mission statement of that specific institution.

Behavioral questions/STAR Method

Behavioral questions usually start with “Tell me about a time when ...” or “Give me an example of a time or experience when ...” The interviewer is looking for a concrete example that demonstrates a specific skill or quality that will make you an asset to their team. It is very important to provide particulars rather than to speak in generalities. It is useful to think of the answer to this kind of question as a story with a specific structure that relays not only the experience but also what you learned from it.

STAR Method

One way to structure your story is captured by the mnemonic “STAR,” which stands for: Situation, Task, Action, Result.

Situation: What was the situation, problem, conflict, or challenge you were facing?

Task: What task(s) did you identify to respond to this situation or solve the problem?

Action: What action did you take?

Results: What lessons did you learn, what skills did you gain, and/or what qualities did you develop through this experience that will help you contribute to the prospective employer’s team in the position for which you are interviewing?

Remember that an employer wants to know if you have certain transferable skills and qualities that will help you be effective in the job.

STAR Method Example

Can you tell me about a significant problem you solved?

- (S) This semester I was involved in a group project and presentation for an Introduction to Communication class.
- (T) We needed to complete the project, but we had a group member who procrastinated for the first portion of the project. As the second step deadline approached, it was making some students nervous. People were upset with this group member and getting angry.
- (A) I went to her in person and explained that we needed her part before our next meeting. While I knew she was a good student and did good work, because she was working with a team, things needed to be done further in advance not only for her group’s peace of mind, but also so that we could organize the presentation based on everyone’s information. She still thought it was unreasonable that everyone wanted the project so early, but she complied after she heard why it was important to the team and how it could affect her grade in the class.
- (R) As a result, she submitted her contribution with enough time for everyone to be comfortable when it came time to present, and she and I continue to be friendly toward each other.

COMMONLY ASKED INTERVIEW QUESTIONS

The most frequently asked question in any interview is “Tell me about yourself.” (Visit Tell Me About Yourself, page 27.)

Personal and professional goals

- What are your short-term career objectives? What are your long-term career objectives? When and why did you establish these goals?
- How do you plan to achieve your career goals?
- What are the most important rewards you anticipate in a career?
- What qualities do you admire most in others?
- How do you determine or evaluate success?

Skills and abilities

- What do you consider to be your greatest strengths and weaknesses?
- What do you do for fun?
- If you were describing yourself, what five words would you use?
- What two or three accomplishments have given you the most satisfaction? Why?
- What is the most important lesson you have ever received in or out of an educational environment?
- What frustrates you the most? What was your greatest disappointment?
- Tell me about a difficult decision you had to make. How did you navigate it?
- What kinds of people do you find difficult to work with? How do you usually deal with conflict?
- Give me an example of a problem you solved and how you solved it.

Education

- Tell me how you chose your major. Why did you select the college or university you attended?
- Describe your most rewarding college experience.
- Which academic subjects did you enjoy the most? Why?
- Do you think your grades are a comprehensive indication of your academic achievement?
- What have you learned from participation in extracurricular activities?
- How have your education and/or training prepared you for this job?
- Do you have plans for continued study or an advanced degree?

Questions about the target job

- How qualified do you feel to perform this position? Why?
- Which aspects of the position do you feel most comfortable? Which aspects seem least comfortable? Why?
- What would you look for if you were hiring a person for this job?
- Why should we hire you?

- Why are you interested in this position? What about this job appeals to you most?
- What do you know about this company? What about our company interests you most?
- In what ways do you think you can contribute to our organization?
- For which part or parts of this position would you need additional training?
- Are you willing to travel? Do you have a geographical preference? Why? Will you relocate? Does relocation bother you?

Management effectiveness

(for use in supervisorial positions)

- Describe your management style.
- Describe your leadership style. How do you motivate others?
- How would you go about establishing rapport with your staff?
- What qualities should a successful manager possess?
- What do you consider to be your greatest strength as a manager? What do you perceive to be your greatest shortcoming? Why?
- How do you delegate responsibility? Give me an example.
- Tell me about a rewarding supervisory experience you had.
- Tell me about a negative supervisory experience, the reasons surrounding it, and how you moved forward through that challenge.
- How would your staff describe you?



“Interviewing is very important as it is an attempt to get to know a candidate in a short period of time. Detailed information and responses to our questions give us an indication of the candidate’s interest in a position, if one is interested in learning more, and has put in the time and effort to provide a good impression of themselves to us. It is remarkable, that by simply practicing the answers to a few questions, you can really set yourself apart from the crowd.”

*- Tom Blair, vice president of construction,
M/I Homes*

Most recent position

- What are your key responsibilities or objectives in your current or most recent position?
- Describe a typical day in your most recent job.
- What have been your major accomplishments while in this position?
- What impact have these accomplishments had on the organization?
- What aspects of your current position do you enjoy most? What aspects did you enjoy the least? Why?
- What aspects of your supervisor's management style or philosophy do you appreciate? Which would you change? Why?
- If we talked to your current supervisor, references, or co-workers, how would they describe your performance?
- Why do you wish to leave your current position? What factors have led to this decision?

General work experience

- Tell me about your past work experience.
- Of the positions you have held, which did you enjoy the most? Which did you enjoy the least? Why?
- What work experience has been the most valuable to you and why?
- How do you work under pressure?
- Describe the kind of supervisor you like to work for.
- What have you learned in previous jobs that you can transfer to this job?
- Tell me about the most challenging or interesting job you have had. How have other positions you've held compared?
- Describe an innovative change you implemented in your last job.
- Using specific examples, how do you contribute toward an atmosphere of teamwork?

HANDLING ILLEGAL QUESTIONS

Employers are permitted to ask questions based upon a bona fide occupational qualification. This means that employers can ask applicants if they have a valid driver's license, the ability to stand for periods of time, or a required degree if such qualifications are necessary to perform a given job and are essential to the operation of the employer's business.

Most employers know not to ask applicants direct questions about race, religion, age, or other protected categories, but other illegal questions may not be as obvious. Employers are guided by federal and state laws that prohibit the invasion of an applicant's privacy and attempt to guarantee equal employment opportunities for individuals. Federal anti-discrimination laws prohibit an employer from eliminating an applicant based upon race, color, sex/gender, age, national origin, religion, or disability.

Most states have adopted their own anti-discrimination laws that protect the protected categories and may also protect additional individuals. Several states' anti-discrimination laws include sexual orientation as a protected class. Employers must also navigate laws and regulations that seek to limit their ability to pry into an individual's personal history.

If asked an illegal question you have three options:

- You can refuse to answer, which is well within your rights. If you choose this option be mindful of your word choices and tone—you could be seen as being difficult or argumentative.
- You can answer the question, and you are free to do so. Remember, though, that you are giving information that is not relevant to the job. In addition, unbeknownst to you, you may be giving the “wrong” answer in the eyes of the employer so it may actually hurt your chances.
- You can think quickly and discern what the employer is actually trying to find out. For example, “Are you a U.S. citizen?” could be answered as “I am authorized to work in the U.S.”



“When interviewing candidates, I’m seeking to identify potential. I recognize, especially with early career roles and students transitioning to the workforce, that a candidate likely won’t have previous work experience for every field listed on a job posting. However, I do believe that candidates can leverage their transferable skills (specific quantifiable examples of similar job/internship processes, and workplace accomplishments that led to business results) to prove that they have the potential to be successful in a new role.”

- Nikko Cinquepalmi, student recruiter, GROWMARK, Inc.

INTERVIEW QUESTIONS		
Inquiry Area	Illegal Questions	Legal Questions
Age	<ul style="list-style-type: none"> • May not require an applicant's age, date of birth, or for records to prove his/her age. • Year of graduation from high school. 	<ul style="list-style-type: none"> • An employer may ask whether an individual meets the minimum age requirements set by law. "Are you over the age of 18?" is an appropriate question.
National Origin/ Citizenship	<ul style="list-style-type: none"> • Are you a U.S. citizen? • Where were you/your parents born? • What is your "native tongue"? 	<ul style="list-style-type: none"> • Are you authorized to work in the United States?
Race/Color	<ul style="list-style-type: none"> • All questions regarding a person's race/color will be deemed illegal under state and federal law. 	<ul style="list-style-type: none"> • None
Religion	<ul style="list-style-type: none"> • Any question with regard to an applicant's religious beliefs, denomination, or any questions that indicate religious customs or holidays observed. 	<ul style="list-style-type: none"> • After an individual is hired, an employer may inquire about religious accommodations.
Marital/Family Status	<ul style="list-style-type: none"> • Are you married? • With whom do you live? • Do you plan to have a family? • What are your child-care arrangements? 	<ul style="list-style-type: none"> • Would you be willing to relocate if necessary? • Would you be able and willing to work overtime as necessary?
Personal	<ul style="list-style-type: none"> • How tall are you? • How much do you weigh? 	<ul style="list-style-type: none"> • Are you able to lift a 50-pound weight and carry it 100 yards, as that is part of the job?
Disabilities	<ul style="list-style-type: none"> • Do you have any disabilities? • Please complete the following medical history. • How is your family's health? 	<ul style="list-style-type: none"> • Are you able to perform the essential job functions? • Can you demonstrate how you would perform the following job-related functions?
Arrest Record	<ul style="list-style-type: none"> • Have you ever been arrested? 	<ul style="list-style-type: none"> • Have you ever been convicted of _____?
Military	<ul style="list-style-type: none"> • If you've been in the military, were you honorably discharged? 	<ul style="list-style-type: none"> • In what branch of the Armed Forces did you serve? • What type of training or education did you receive in the military?

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QUESTIONS FOR EMPLOYERS

It is good practice for candidates to have questions prepared for each interview. Employers expect it, and it shows them your interest in and research on the position and the prospective organization. Having questions ready makes the interview more of a conversation.

As you research the employer to customize your résumé and cover letter, develop questions if invited to interview. Do not ask basic questions you can find the answers to on their website or with a quick Google search.

Consider the 4C's

Connect

Ask questions specific to your interviewer(s) that relate to the position within the organization to get to know them better:

- How long have you been with the organization and has your role changed since you've been here?
- Why did you come to this organization?
- Why do you enjoy working for this organization?
- What's your favorite team (or department, or organization) tradition?

Culture

Ask questions that give a better understanding of the ideal candidate:

- What attributes does someone need to have to be successful in this position?
- What makes your organization different from its competitors?
- How would you describe the work environment?
- Where have successful employees previously in this position progressed to?
- Does this position have the option (or requirement) to work remotely?

Challenges

Ask questions that identify the organization (or department, or management team's) roadblocks or concerns:

- What are the biggest challenges that someone in this position would face?
- Tell me about the challenges that the team (or department) currently faces.
- What are the most immediate projects that this position needs to address?

Closing

Ask questions that address next steps in the interview process, and if you need to do anything else:

- Is there anything else I can provide you with that would be helpful?
- Can I answer any final questions for you?
- What are the next steps in the interview process? What are some of the skills and abilities necessary for someone to succeed in this position?

Reference: 4C's To Asking Great Questions on Interviews, J.T. O'Donnell, LinkedIn, May 2016

JOB OFFER AND SALARY NEGOTIATION

The negotiation process

Step 1. Receiving the offer

This may occur on the phone or in written form.

- Remember to be enthusiastic and gracious no matter what the details of the offer may be. An appropriate response is, "I am delighted you have extended me this offer."
- Request all terms in writing so you have as many details as possible to consider.
- Understand when they expect you to get back with them. Don't allow yourself to be rushed into giving an immediate answer. Take time to thoroughly research the details of the offer and contemplate your response. A professional way to handle pressure is, "I'm sure you understand this is a major decision for me, and I want to have time to think it through carefully."
- Ask for a date or number of days to review the offer before giving a decision. "Once I receive the offer in writing, can I have five working days to make my decision?"
- Know who to call back for more information.
- Thank them for the offer: "Thank you so much for calling and presenting me with this opportunity. I look forward to discussing with you further after I have had time to consider it."

Step 2. Evaluating the offer

This is the time for you to reflect on the things that are important to you in a career.

- Review your values and career goals and determine if this is a company you would like to work for. Consider your potential title, opportunity for advancement, company reputation and culture, and ability to work with supervisory staff.
- Determine the minimum salary you would need to make this job offer acceptable. Weigh the trade-offs you would be willing to make, such as better medical leave in conjunction with a lower salary.
- Do as much research as possible to create the rationale you intend to use to support your request for salary or benefit increases.
- Prepare an agenda for your next conversation with the employer so you will appear confident and knowledgeable.
- Do not negotiate more than two or three major issues.

Step 3. Negotiation

This is the time to call the employer back and discuss your decision. You can also use this time to negotiate salary and benefits.

- Approach this matter in a conversational manner. This is a discussion where both you and the employer have the opportunity to talk and be heard.
- Don't expect a resolution during this step, as it is simply an information exchange. It is likely that the company will have to get back to you with the answers to your questions, especially if they intend to revise their offer.
- An appropriate leading statement would be, "I really appreciate your offer and have spent time thinking about it. I have a few questions and concerns that will help me make my decision."
- Be direct and listen carefully to the information that is given. State your question first, then listen.
- Be honest. Don't suggest that you have other offers if you don't. However, you should contact other organizations with whom you interviewed to give them a chance to match or compete with the offer.
- This is the time to find out how flexible they are with their offer. Some companies are not allowed to negotiate, which will be obvious in their responses to your questions.
- Negotiate salary based on the cost of living in the city in which you will be living and working. Many internet sites can provide this information. Research salaries of comparable jobs within similar organizations and know your market value to strengthen your negotiating position.
- Show you have done your research and justify your requests as confidently as you can. Close the conversation with courtesy: "Thank you for taking the time to listen to my requests and concerns. I look forward to hearing back from you."

Step 4. Company response

Again, be as courteous as possible: "Thank you very much for the information. I really appreciate your getting back to me so quickly."

If the revised offer is not what you expected, feel free to state that fact: "What you offer is not what I was hoping for, but I certainly understand," "Could you tell me why _____?" or "That will help me a lot in my decision, thank you," are all appropriate responses.

- Let the organization know when you will get back to them. Be gracious. You have already taken time to think about the offer and company, so aim to respond within one or two days: "I need another day to think about the offer. Thank you for your patience as I make my final deliberation."

Step 5. Your decision

- If you are accepting, you want to do so as soon as possible to demonstrate your enthusiasm for the opportunity. Taking a long time to respond indicates to an employer you are not serious about the position even if you genuinely are.
- If you are declining the offer, do so respectfully, courteously, and in a timely manner. You do not want to tarnish your rapport with the organization. You also do not want to negatively impact their impression of your school for the sake of future students: "This was a difficult choice, but I have decided I will not be accepting your offer. I was impressed by the people I met and truly appreciate that you have extended me this opportunity." You do not need to give them a reason for declining the position.



"I cannot stress enough the importance of negotiation, especially for your first job offer after college. Negotiating salary provides many benefits. It puts you on track to earn more in the long run, as your salary progressively increases throughout your career. It can also help you evaluate your ability and the value you add to an organization. Most importantly, it helps boost your confidence as you learn to negotiate effectively."

Candidates can also negotiate many things beyond salary, like remote work, vacation and sick time, and relocation and its expenses. It may seem like a daunting task, but with practice, it can lead to great long-term benefits and not just your bottom line."

- Mariaton Tate, career advisor

UNDERSTANDING THE VALUE OF COMPANY BENEFITS

Candidates often focus solely on the salary of a position while undergoing the job search. While salary is certainly important, other benefits that employers pay out on behalf of their employees should also be considered. Salary plus these benefits is called the Total Compensation Package. According to the Bureau of Labor Statistics (2018), the average Total Compensation Package for a typical job is 68.3 percent wages/salaries and 31.7 percent benefits. Therefore, for a position that has an annual salary of \$40,000 that employer is also spending approximately \$18,565 annual on that employee's benefits with a Total Compensation Package of \$58,565. Below are the most common company benefits.

Health insurance

Diligently review the health insurance benefits that employers offer—some pay 100 percent of the monthly premium of their employees while others require employees to pay each month. Other costs that vary include out-of-pocket costs for procedures and office visits as well as purchasing additional health insurance for your partner and/or dependents. Employer-provided health insurance could save you thousands of dollars each year.

Dental and eye insurance

Dental and eye insurance policies are typically separate from health insurance policies. Usually they provide basic coverage. Like health insurance, some employers pay 100 percent of the monthly premium for the dental policy and eye policy while others may require employees to pay each month. Typically if you need additional care (i.e. outside of a basic dental cleaning/X-rays or eye exam) the employee will pay a portion (if not all) of the costs. Like health insurance benefits, diligently review these as well—especially if you or your dependents have ongoing or extensive dental or eye care needs.



Life insurance

Usually employers offer a life insurance policy for free equal to one year of an employee's salary. Often employers offer additional life insurance at a discount. Individuals often increase their life insurance when they increase their assets and/or number of dependents. Be mindful when reading these policies as well—some additional life insurance offered by employers is only valid when employed by them; you may not be able to move the policy to your next employer.

Disability insurance

This insurance provides an income in the event of a long-term disability. Like other insurance policies these too can vary.

Prescription drug plans

These plans typically are separate from health insurance plans and can also vary. Usually employees are required to pay a co-pay each time they pick up prescription medicine. If you or your dependents take ongoing medications these plans too can save you a lot of money each year.

Retirement/employer match plans

Many employers match employee contributions to their retirement to some degree. Usually the matching has guidelines and limitations. Like insurance policies, these vary from employer to employer. It is also important to be aware of when you would be vested as an employee. This is a legal term that means when you would have access to your entire retirement fund (i.e., the employer match), not just the monies that you contribute. When an employee is vested can vary from company to company—for some companies it is as little as a couple years while others it can be as much as 10 years.

Flexible spending accounts

If you have a health plan through a job, you can utilize a flexible spending account. Regulated by the government, these accounts allow you to set aside untaxed dollars for certain out-of-pocket medical expenses. You would essentially be saving the money you would pay on taxes for those medical expenses.

Sick and vacation time

Most companies provide some type of sick and vacation time to their employees. The amount of time and policies for use vary from company to company. Usually the number of vacation days is determined by the position level within the company and how long the employee has worked at the company.

Tuition reimbursement

This is an especially important benefit for those who envision additional education. Companies are not required to provide this benefit and thus set their own guidelines and expectations.

Source: Bureau of Labor Statistics, Department of Labor, News Release, December 14, 2018

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ACCEPTED INTO GRAD SCHOOL?**


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