



The BLUE BOOK

**A Guide to Professional
Self-presentation**

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THE BLUE BOOK

A GUIDE TO PROFESSIONAL SELF-PRESENTATION

What Is *The Blue Book*?

The Blue Book contains guidelines for the professional presentation of resumes, cover letters, interviews, negotiations, etiquette, and dress and grooming standards.

The Blue Book provides students with information that is necessary to more professionally present themselves as they near graduation and prepare to enter the workforce. It has been compiled by the advisement center of Brigham Young University's School of Technology and is based on years of experience and recruiters' expectations.

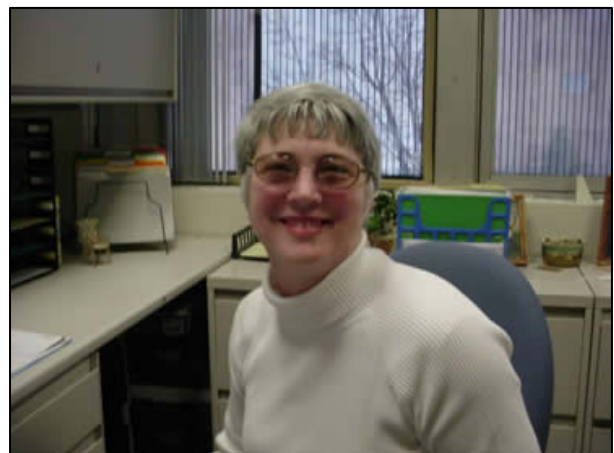
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THE RESUME

It is important that your resume is done professionally and represents your unique attributes and qualifications in order to differentiate you from others.

This section contains guidelines that will help you to make a professional, well-written resume.

Presentation of the Resume

- Prepare both a printed and an electronic version.
- Use a conservative color of high-quality paper.
 - Off-white
 - Ivory
 - Tan
- Use a professional typeface in an appropriate font size.
 - Arial, Bookman, Fritz, Helvetica, Soutane, Times New Roman
 - Body = 10-12 point font
 - Address/phone/email = 6-8 point font
 - Name = 14-16 point font (larger than everything else)
- Print the body of the resume in black ink.
 - The headings may be a different color.
- Organize categories by importance and relevance.
- Try several different colors of paper and ink to see which looks the best.
- Make the resume look clear, easy to read, well-organized, and professional.

THE RESUME

Tips for Writing a Resume

These tips will help bring your resume to the top of the stack.

Do:

- Use an excellent printer.
- Use concise, bulleted sentences.
- List experience in reverse chronological order.
- List descriptions in order of importance for the job.
- Begin sentences with professional action verbs (see verb list).
- Use the key words listed in the job description in your sentences.
- Use buzzwords or terms that show your competence in your particular field.
- Use the words “which” or “which resulted in” to show results of each duty or project.
- Results need to be SMART: Specific, Measurable, Action-oriented, Realistic and Time-based.
- List experience in terms of accomplishments instead of responsibilities as much as possible.
- Use numbers, dollar amounts, and percentages to show how well you perform in the workplace.
- Emphasize transferable skills.
- Show who you know. If you reported to someone important, say so. This infers that you are important and someone else thought enough of you to make you responsible for something.
- Proofread carefully and repeatedly for typographical errors, working errors, terminology, and tone.
- Have three to five others review your resume, then change anything they found confusing.



THE RESUME

Tips for Writing a Resume (cont.)

These tips will help keep your resume out of the recycling bin.

Don't:

- Lie or exaggerate.
- Center or justify text.
- Make math mistakes.
- Go beyond one page.
- List high school items.
- Over use **bold** and *italic* type.
- List references on your resume.
- Use nouns to describe your job.
- Use personal pronouns such as I, my, and me.
- Use a resume template or wizard. Design your own template instead.
Use objective/purpose statements. This only tells the company what you want, not what the company wants. Use a Profile or Summary of Qualifications statement instead.



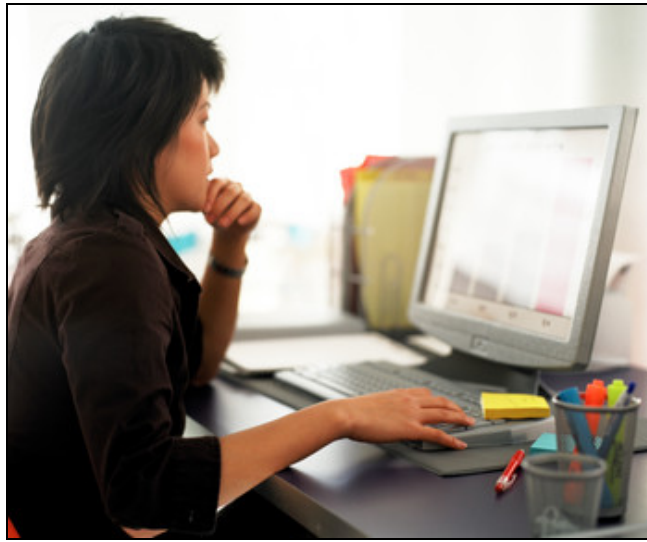
Remember:

A well-prepared resume provides talking points during an interview.

Make sure that your resume emphasizes strengths or experiences that you want to discuss with the interviewer.

Electronically Scannable Resumes

Some organizations use computers to scan resumes for keywords in order to sort out qualified candidates and speed up the hiring process.



How a scannable resume differs from a traditional printed resume:

- Cannot use symbols, lines, graphics, or shading.
- Uses nouns instead of verbs to show experience.
- Uses keywords (buzz words, professional jargon, skill-focused words) that are needed for a job. (A computer will search the resume for keywords.)

Format for a scannable resume:

- Place your name at the very top of every page.
- Do not use italics or bolding—use capital letters instead.
- Print on a LaserJet printer. The scanners can read it better.
- Do not use Times New Roman font. Use sans serif fonts such as Ariel.
- Place your address below your name just like you would on an envelope.

Example Resume Headings

Example #1

John J. Smith

1220 N. 1350 W.
Provo, UT 84604
(801) 555-1818
jjsmith@byu.edu

Example #2

John J. Smith

1220 N. 1350 W., Provo, UT 84604

jjsmith@byu.edu

(801)555-1818

Example #3

John J. Smith

Current: 122 N. 1350 W., Provo, UT 84604
(801) 555-1818

jjsmith@byu.edu

Permanent: 123 Ash St., Lake Oswego, OR 97034
555-1234

(000)

Example #4

John J. Smith

122 N. 1350 W., Provo, UT 84604

jjsmith@byu.edu

(801)555-1818

Example #5

John J. Smith

(This part should be at the bottom of the page ↓)

122 N. 1350 W., Provo, UT 84604

jjsmith@byu.edu

(801)555-1818

Example Resume Outline

Name

Address / email / phone

Education

B.S./B.F.A. degree candidate, **(INSERT YOUR MAJOR)**,
Brigham Young University

- **Management**, Minor
- Expected graduation date: April 2008
- Cumulative GPA ___/4.0

Experience

Title, Company Name, Place (if there is room), dates

- Action verb starts description of results or responsibilities.
- Action verb starts another description of results or responsibilities.
- Action verb starts another description of results or responsibilities (*use numbers, percentage, and dollar amounts to show results, along with the words “which” and “which resulted in” as much as possible*).

Volunteer Representative, Place you served, dates (*How to record missions.*)

- (*See list of examples for mission job descriptions.*)
- (*Remember to use numbers.*)

Skills

(*List applicable skills in order of importance.*)

Modeling:

Business:

Computer:

Rendering:

Electronics:

Management:

Construction:

Manufacturing:

Communications:

Language: **Spanish**, fluent oral and written (if you're not fluent then state your level, for example: conversational, basic, survival, etc.)

Strengths: (see strengths list for examples)

Affiliations/ Awards/ Activities

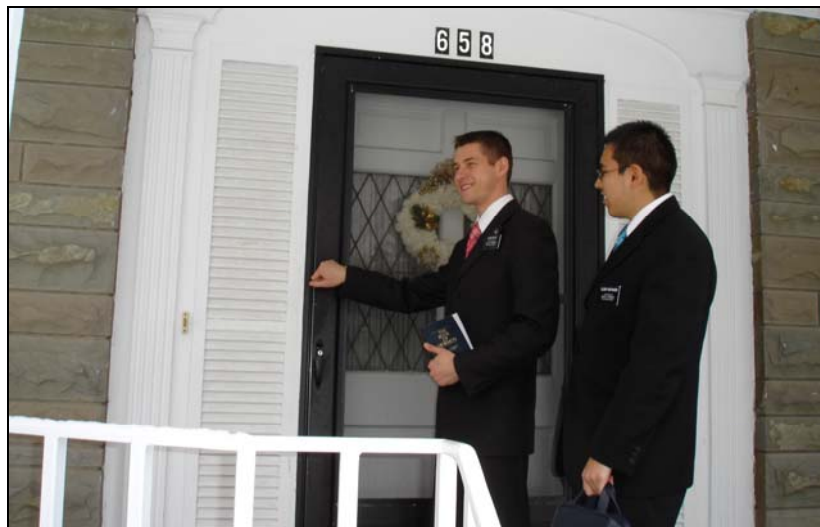
(*List in order of importance.*) This section is used only if you have space available. You can list Eagle Scout even though it shows gender.

Example Mission Job Descriptions

Employers are not allowed to ask you any questions related to your religion (such as asking if you served a mission) without facing potential legal consequences for religious discrimination.

They do, however, want to know about the experiences and skills that you acquired as a volunteer representative for a large organization.

The following examples are suggestions for listing applicable business skills acquired in the mission field on your resume in a neutral manner.



Leadership:

- Conducted and presided over meetings.
- Facilitated one on one training in communication skills.
- Responsible for coordinating conferences and language training.
- Traveled to train and motivate_____ full-time volunteer representatives in the areas of communication and administration.
- Held a variety of leadership positions responsible for the health, safety, motivation, and results of other full-time volunteers.

Example Mission Job Descriptions (cont.)

Communication:

- Developed speaking and presentation skills.
- Developed communication and people skills.
- Developed communication, teaching, and office skills.
- Instructed skill development among full-time volunteers.

Management:

- Trained service leaders.
- Sales and presentation experience.
- Training of small groups in communication skills.
- Managed and allocated a fleet of _____ vehicles.
- Organized and trained other leaders in leadership skills.
- Negotiated contracts with local business managers as a financial representative.
- Supervised work and welfare of___ full-time volunteers in a geographic area.
- Responsible for training, motivation, and supervising over_____ fellow full-time volunteers.
- Managed monthly budget of \$_____ and oversaw its distribution to over_____ full-time volunteers.

Miscellaneous:

- Provided humanitarian relief.
- Assisted with humanitarian aid.
- Performed community service. *(Do not use for a job in California or New York—they will assume that a judge has required it.)*

Examples of Strengths

Leadership:

- Self-starter with proven leadership ability.
- Strong leadership skills and the ability to manage and motivate staff.
- Highly reliable, loyal self-starter; hard-working, goal-oriented team player.
- Skilled at maintaining a balanced, objective viewpoint during problem mediation and resolution while successfully upholding the company's objectives.

Problem Solving:

- Hard-working, reliable, and punctual.
- Well organized with excellent work habits.
- Creative problem solver and effective negotiator.
- Resourceful, efficient, well-organized, and flexible.
- Quick learner; able to grasp new concepts quickly.
- Proven ability to collaborate effectively with clients.
- React quickly—remain calm and decisive during crises.
- Task-oriented and precise with high performance standards.
- Successful meeting fluctuating and tight deadlines with ease.
- Detail oriented, with proven ability to identify, analyze, and solve problems.
- Strong problem solving, organizational, and time management capabilities.
- Hands-on problem solver who takes pride in developing practical solutions.
- Strong troubleshooter, able to identify problems, diagnose causes, and determine corrective actions.
- Strategic thinker and planner able to quickly grasp needs and concerns in vastly distinct areas of responsibility.

Examples of Strengths (cont.)

Communication:

- Functions effectively as a team developer.
- Flexible/adapts to changing business environments.
- Excellent interpersonal and customer relations skills.
- Demonstrated ability to work successfully with diverse populations.
- Ability to understand, relate to, and communicate in diverse cultures.
- Comfortable consulting with clients to determine their needs and priorities.
- Proven ability to communicate technical data and theory to non-technical people.
- Exceptional communication and interpersonal skills; easily develop rapport with peers.
- Strong communication skills, including the ability to effectively interface with all levels of staff and clientele.
- Excellent verbal and written communication; documenting results and informing others of conclusion and outcome.

Management:

- Highly resourceful and organized.
- Team-focused management philosophy.
- Managed quality issues and related tasks effectively.
- Outstanding management, analysis, and interpersonal skills.
- Team-member perspective; builds strong supportive relationships.
- Highly effective at motivating and managing employees and clients.
- Highly motivated and enthusiastic; able to manage multiple projects simultaneously.
- Adept at balancing effective business management with human service, values, and ethics.

Example Action Verbs

Accelerate	Increase speed, hasten, hurry, quicken	Communicate	Impart, convey, exchange, transmit, express
Accomplish	Achieve, complete, finish, carry out, undertake	Compile	Accumulate, collect, gather, assemble, list, compose
Achieve	Attain, realize, accomplish, complete	Compose	Create, write, invent, compile, arrange, order, organize
Adjust	Resolve, settle, adapt, regulate	Compute	Calculate, figure, work out, process
Administer	Manage, direct, run, govern, oversee	Conduct	Guide, control, direct, transmit
Advise	Counsel, recommend, inform, consult	Confer	Bestow, trust, consult, bring together
Analyze	Study, determine, resolve	Construct	Build, create, erect, assemble, form, compose, put together
Answer	Show, evident, manifest, seem	Consult	Consider, ask of, refer to, advise, deliberate, counsel, confer
Apply	To put to use, parallel, suitable, fit, qualify, correlate	Control	Regulate, rule, conduct, direct, retrain, reserve, guide, manage
Appoint	Employ, hire, assign	Coordinate	Harmonize, combine, act together, to bring about
Approve	Endorse, sanction, attest, certify, accredit	Correct	Amend, rectify, alter, adjust, point out
Arrange	Position, place, assemble, organize, display	Counsel	Consult, deliberate, advise, propose
Assign	Prescribe, specify, allot, ascribe	Create	Generate, produce, build, form, construct, invent, establish
Assist	Support, aid, corroborate, maintain, uphold	Delegate	Entrust, appoint, assign, prescribe, allot
Assure	Insure, reassure, convince, guarantee	Demonstrate	Show, prove, exhibit, establish, validate
Attain	Reach, achieve, accomplish, manage, conquer, realize	Design	Plan, intend, devise, propose, invent, create, conceive, fabricate
Authorize	Sanction, justify, warrant	Determine	Decide, resolve, discover, settle, regulate, to bring about or come to
Balance	Assess, consider, compare, evaluate, calculate, maintain, equilibrium	Develop	Set forth, evolve, expound, unfold, grow, promote, process
Budget	Plan, account, make financial arrangements	Devise	Plan, invent, develop, create, formulate
Build	Construct, erect, assemble, fabricate, develop, create, encourage	Diagnose	Recognize, identify, analyze, conclude
Calculate	Compute, analyze, estimate, gauge, determine, evaluate, assess	Direct	Impart, adapt, move, point, extend, lead, show, prescribe, determine
Chair	Preside over, lead, oversee, manage		
Collaborate	Work jointly, cooperate, assist		
Collect	Gather, bring together, extract from, gain, claim, accumulate		

Example Action Verbs (cont.)

Discuss	Reason, examine, declare, consider	Initiate	Cause, introduce, begin, instruct
Edit	Correct, revise, amend, change, alter	Innovate	Invent, pioneer
Educate	Teach, instruct, edify, inform	Inspect	Look over, view closely, examine
Encourage	Foster, stimulate, inspire, spur on	Instruct	Impart, give knowledge or information, direct, teach
Enforce	Strengthen, constrain, compel, urge, carry out, effectuate	Integrate	Incorporate, join together, combine, assimilate
Ensure	Make sure, certain, sage, guarantee, insure, assure, secure	Interpret	Explain, construe, conceive, represent, bring to realization
Establish	Effect, make firm, recognize	Investigate	Inquire, observe or study, examine
Estimate	Appraise, judge, determine, evaluate, value, rate, assess, calculate	Launch	Begin, commence, initiate, instigate, introduce, release
Evaluate	Determine, appraise, estimate	Maintain	Uphold, sustain, continue, retain, preserve, reconcile
Examine	Inspect, observe, study, consider	Monitor	Check, test, watch, observe, regulate, control, keep track of
Execute	Carry out, perform, implement, complete, finish	Negotiate	Discuss, confer, consult, agree, settle
Expand	Enlarge, increase, develop, swell, inflate	Operate	Function, activate, control, maneuver, organize, conduct, direct
Expedite	Speed up, accelerate, advance, hurry up	Organize	Arrange, form, set up, cause, develop, integrate
Extract	Take out, remove	Originate	Initiate, begin, inception, create, construct
Facilitate	Ease, make possible, aid, assist	Participate	Involve in, take part, share, partake
Forecast	Calculate, predict, foretell	Perform	Execute, achieve, complete, present, operate
Formulate	Devise, invent, create, plan, originate	Persuade	Influence, convince, plead with
Found	Establish, originate, create, institute, initiate	Plan	Design, plot, scheme, project, arrange, devise, have in mind
Generate	Produce, create, cause, engender	Prepare	Make ready, work out details, put together, qualify
Head	Lead, control, regulate, supervise	Present	Give, award, impart, offer, display, organize, introduce
Identify	Recognize, discover, distinguish, detect	Process	Treat, handle, sort out, administer, deal with, manage, see to
Illustrate	Exemplify, demonstrate, show		
Implement	Accomplish, carry out, provide		
Improve	Better, enhance, perfect, develop, build up, enrich		
Increase	Augment, amplify, enlarge, enhance, improve, intensify, strengthen, heighten		
Influence	Force, direct, sway, affect, alter, modify		

THE RESUME

Example Action Verbs (cont.)

Produce	Create, make, manufacture, construct, fabricate, generate, yield, emit	Review	Examine, review, evaluate, consider, plan, reflect
Provide	Supply, procure, prepare, fit out	Revise	Amend, modify, adjust, alter, change, correct
Publish	Issue, put out, distribute, circulate, make known	Schedule	Arrange, plan, program
Recruit	Employ, enlist, engage, enroll, take on	Sell	Advertise, vend, retail, promote, market
Recommend	Entrust, commit, advise, endorse, make acceptable	Shape	Have an effect on, influence, mold
Regulate	Control, order, adjust, legalize, standardize, normalize	Solve	Resolve, answer, explain, decipher, work out
Reorganize	Reorder, rearrange, restructure, adjust, change	Streamline	Make more efficient, rationalize, modernize, update, reorganize, restructure, simplify
Report	Relate, cover, present, announce, make known, account	Summarize	Sum up, recapitulate, abridge, review, go over, condense
Represent	Present, depict, typify, advocate, portray, constitute	Supervise	Oversee, superintend, watch, direct, govern
Research	Investigate, study, explore, examine, seek	Teach	Educate, instruct, coach, train, show, demonstrate, clarify
Resolve	Decide, determine, solve, come to a decision	Train	Direct, inform by instruction, teach, prepare, instruct, discipline, drill
Restore	Reinstate, re-establish, bring back, return, renovate, repair, rebuild	Upgrade	Improve, promote, advance, raise
Restructure	Reorganize, streamline, reform, redistribute	Utilize	Use, exploit, employ, operate, develop
Retrieve	Recover, regain, repossess, salvage, rescue, reclaim	Write	Mark, inscribe, compose, create



THE COVER LETTER

The cover letter is often the first impression a potential employer gets of you. This letter usually has one of two purposes: to get an interview, or to get a job. If written correctly, the letter should interest the potential employer to read your resume and schedule an interview with you.

This section contains guidelines that will help you to make a professional, well-written cover letter.

Presentation of the Cover Letter

- Write four concise paragraphs.
 - 1) Identify yourself and your purpose – establish a connection.
 - 2) Relate specific qualifications to the job opening.
 - 3) Express confidence and enthusiasm.
 - 4) Provide contact times and information.
- Use a conservative color of high-quality paper.
 - Off-white, or ivory
 - Letter size only (8 ½ x 11 inches)
 - 24+ pound bond or ivory laid paper
- Use a professional typeface in an appropriate font size.
 - Body = 10-12 point font
 - Arial, Bookman, Fritz, Helvetica, Soutane, Times New Roman
- Print the cover letter in black ink on an excellent printer.
- Try several different colors of paper to see which looks the best.
- Make the cover letter look clear, easy to read, well-organized, and professional.

THE COVER LETTER

Tips for Writing a Cover Letter

These tips will help your cover letter make the employer want to read your resume.

Do:

- Use proper English.
- Use short sentences.
- Personalize each letter.
- Write in first person voice.
- Write more than one draft.
- Use simple, common words.
- Maintain a professional tone.
- Use action verbs instead of passive verbs.
- Proofread the letter several times, then have three other people proofread it.



Remember:

A hiring professional can tell a lot about you by the way that you write.

Never give a cover letter with errors to a potential employer. Show them that you know how to be professional.

THE COVER LETTER

Tips for Writing a Cover Letter (cont.)

These tips will help your cover letter make you look competent and professional.

Don't use your cover letter to simply rewrite your resume.

Take the opportunity to show that you have the abilities needed to perform in the position.

Don't:

- Send a form letter.
- Try to use a gimmick.
- Try to be funny or cute.
- Forget to sign the letter.
- Use abbreviations or slang.
- Make spelling or typographical errors.
- Start most sentences with the word "I."
- Include any personal references or demands.
- Call attention to weaknesses or shortcomings.
- Use obvious comparisons or overused clichés.
- Write anything that makes you sound desperate.
- Include photos or any type of personal information.
- Give unrelated career goals, experience, or awards.
- Have corrections on the letter. (If you make a mistake, redo it!)
- Cite incorrect information about the company or your qualifications.





Job interviews and career fairs are opportunities to show prospective employers that you really know your stuff. All you need is a little preparation and your interview will be a breeze.

This section contains guidelines that will help you interview with confidence.

Career Fairs

Before the Career Fair:

- Know which businesses are going to be there.
- Come with questions you would like to ask employers.
- Bring several clean copies of your resume, protected in a folder.
- Make sure you have proofread your resume and it contains updated contact information.

At the Career Fair:

- Remember to maintain eye contact.
- Dress appropriately—like going to an interview.
- Let employers know that you are serious by having a firm handshake.
- Ask questions about the position or department you are interested in. Be genuinely interested.
- Take time to make an impression on the employers at the booth. Stop and get information about their company. Don't just see how many resumes you can give to employers.

Career Fairs (cont.)

After the Career Fair:

- Send a *Thank You* note to follow-up about one to two days after the job fair.

Before the Job Interview

Research the Company and the Position:

- Why research a company prior to the interview?
 - It is important that the interviewer knows that you have researched the company. This will show the interviewer that you are truly interested in their company. It will also show that you are thorough in what you do.
 - When the interviewer asks if you have any questions, you can ask knowledgeable questions.
 - It will help you explain what you can do for the company.
- What do you try to find out about a company?
 - Who their competitors are.
 - Where the company is located.
 - Recent news about the company.
 - What products and services they offer.
 - Financial information, including salaries.
- Where do you look for this information?
 - You can research a company online, in the file in 170 SNLB, through current and past employees, and through faculty.

THE INTERVIEW

Before the Job Interview (cont.)

Prepare for Questions the Interviewer May Ask:

- Have a practice interview with a friend or spouse.
- Practice asking the questions you will ask the interviewer.
- Prepare an art portfolio to take to the interviewer, if applicable.
- Practice answering questions from your resume and other commonly asked questions.
- Prepare a list of references to take to the interview along with extra copies of your resume.
- Look over your resume for any questions that could possibly be asked from the information given.



The Interview

Pre-Interview:

- Relax— remember you are prepared for this interview.
- Be at least five minutes early. This shows the interviewer your dependability and professionalism.
- Go to the restroom, get a drink, fix your hair, and wipe off your shoes (if they need it) before announcing yourself.
- Be very professional and nice to the receptionist and/or secretary. They have more influence than you realize.
- Throw away any gum you may have been chewing!

THE INTERVIEW

The Interview (cont.)

The Interview:

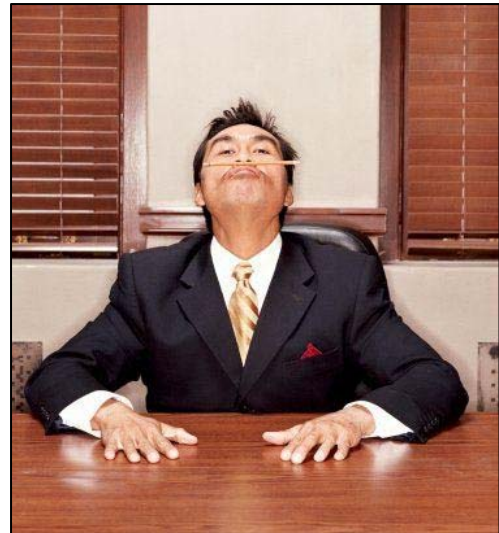
- Greet the interviewer with a smile and a firm handshake (not a bone crusher or wet fish handshake).
- Sit on the chair, not on the edge of the chair or so relaxed in the chair that you look like you are going to slide out of the chair.
- Sit with your back straight, not like a board, just straight. Many students stop breathing when they sit with their back straight. It is important that you keep breathing. If you pass out it will leave a lasting impression, just not the one that you want to leave.
- Lean slightly forward, but not enough to be noticed. This makes a subconscious impression on the interviewer that you're interested in what he/she has to say.
- Show self-confidence.
- Look the interviewer in the eyes at all times except when you are thinking about a question the interviewer has asked you. During this time you may look away, but do not look at the ceiling. When you look at the ceiling it makes your eyes turn all white and is not flattering.
- Answer the questions in a clear voice.
- Listen carefully to what the interviewer is asking. If you listen carefully you will hear cues about what the interviewer thinks is important.
- When the interviewer asks a question that you need to think about, state that you need a moment to think or something like that. You may not say "uh," "rrr," or any other sound that makes you sound unintelligent.
- The interviewer will always try to ask a question that you are not prepared for. This is to test how quickly you can think. If the interviewer asks a question that you know is this type of question, but you know your answer, do not answer quickly. Ask for a moment to think. Then give your brilliant answer. If you answer the question quickly then he/she must come up with another question you're not prepared for.
- Do not ask questions that raise red flags.
- Ask questions you have prepared in advance.
- Explain how you would be a benefit to the company.

THE INTERVIEW

The Interview (cont.)

The Interview: (cont.)

- Do not do the following negative body language:
 - Slouch.
 - Gnaw on your lip.
 - Cross your knees.
 - Fake or force a smile.
 - Swing your foot or leg.
 - Fold or cross your arms.
 - Pick at invisible bits of lint.
 - Scratch or rub your head or ear.
 - Frequently touch your mouth or face.
 - Play with your hair or piece of clothing.
 - Fake a cough because you don't know the answer and need time to think.
 - Allow your gums to get too dry and have your upper lip stick to the dry gum. If you feel your gums getting dry close your mouth and run your tongue over your gums. A lip stuck to the gum is gross looking.



- Verbally thank the interviewer when the interview is over and shake his/her hand. Remember the handshake needs to be firm.

The Interview (cont.)

Common Behavioral Interview Questions:

Many companies have started using behavioral questions during their interviews. This type of question is designed to show the interviewer how you will react in certain situations. For more information on behavioral interviewing strategies, go to the following website:

http://www.quintcareers.com/behavioral_interviewing.html

Here are some example behavioral interview questions:

- “Give me an example of a time when you set a goal and were able to meet or achieve it.”
- “Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.”
- “Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.”
- “Tell me about a time you were able to successfully deal with another person even when that individual may not have personally liked you.”

More example behavioral interview questions can be found at the following website:

http://www.quintcareers.com/sample_behavioral.html

Other great interviewing resources can be found at the following website:

<http://www.quintcareers.com/intvres.html>

These links are regularly updated to reflect current trends in the interviewing process.

THE INTERVIEW

The Interview (cont.)

Common Job Interview Questions:

The following are common traditional interview questions with suggestions on how to answer them. Be prepared to answer all of these questions:

- “Tell Me about Yourself.” Make a short overview of your education, professional achievements, and professional goals. Then give a brief explanation of your qualifications and the contributions you could make to the company.
- “What is your work experience?” Your answer needs to show how your experiences will help you contribute to this company. The following questions will help you answer this question:
 - What did you learn from past jobs?
 - What were your most important or largest responsibilities?
 - What skills did you achieve or use in past employment that you will use in the new job?
 - What did you like or dislike about your past jobs? Be careful about explaining the things you disliked in the past. You do not want to come across as never happy or negative.
- “Why do you want to work here?” This may be the most important question that is asked. Make sure you answer it clear and enthusiastically. Your answer needs to show the interviewer that you’re very interested in their company. Tell what you know about the company and the job through your research. Never answer with the word “money.”
- “What are your qualifications for this job?” Answer this question in a way that shows you have the qualifications needed for this job. The following questions should help you to answer this question:
 - What is your greatest accomplishment?
 - What can you do that someone else can’t do for the company?
 - What qualifications or skills do you have that are directly related to this position?
 - Can you imagine examples from previous jobs where you’ve shown initiative, creativity, problem solving, troubleshooting, leadership, etc?

THE INTERVIEW

The Interview (cont.)

Common Job Interview Questions: (cont.)

- What motivates you in your work?
- What qualities does this company want in their employees?
- What is important to you about a job? What do you need in a job?
- “What are your best skills?” Your research of the company should have helped you discover what skills the company is looking for. List those skills along with examples of your proficiency in these skills.
- “What is your major weakness?” Students have a hard time with this question. You need to give a weakness then turn that weakness into a strength. Show that you realize you have a weakness along with how you’re overcoming the weakness or compensating for it.
- “Do you prefer to work by yourself or with others?” Your research of the company should have shown you what they are looking for. Be honest in your answer but give examples of how you have worked in both situations.
- “What are your career goals?” Show that both your plans and the company’s goals are compatible. Show him/her that you do plan ahead. Show that you want to continually increase your skills and abilities. Be specific about how you plan to obtain your goals. The following questions can help prepare you for this question:
 - Where do you want to live?
 - What is your ideal job position?
 - What hours do you want to work?
 - What makes you feel successful?
 - What will you do to achieve success?
 - How will this job help you obtain your goals?
 - What do you expect to learn or achieve in this job?
 - What would you like to be doing five years from now?
 - Do you want to travel and how much travel do you want to do with your job?

THE INTERVIEW

The Interview (cont.)

Common Job Interview Questions: (cont.)

- “What are your hobbies or activities outside of work?” Most companies want to hire someone that is well rounded. These activities will also show people skills, analytical skills, creativity, determination, stamina, and being part of a team.
- “What salary are you expecting?” Try not to answer this question but put the question back on to the interviewer. You should have already researched the going salary for the position. Do not give your lowest amount but what you think is a good salary for the position.
- “What is the lowest salary you will work for?” This is the most unfair question an interviewer can ask. Try not to answer this question directly. Try to deflect the question with a question. I would be concerned if a company did not want to pay me what I was worth but only the smallest amount they could. The following are examples of ways to answer this question:
 - “It all depends on the job description, work schedule, where the job is located, and the benefit package.”
 - “I don’t know. What are you planning on paying the best candidate?”
 - “What your top pay is for this job is where my lowest begins.”
 - If the interviewer keeps pressing for an amount give him/her not your lowest amount but the middle to high amount.



- “Do you have any questions for me?” The wrong answer to this question is “NO”. You will have questions to ask. Your research of the company will help you with the questions you need to ask. At this time show the interviewer that you understand the job requirements and the company.

The Interview (cont.)

Questions to Ask During the Job Interview:

You should have prepared five to six questions to ask the interviewer. These questions should show that you have researched the company and the job position. Do not ask questions that raise warning flags. Do not ask questions about the salary, but you can ask questions about the benefit package. The following are examples of questions that you can ask:

- To whom does this position report?
- What is a typical day for this position?
- How will my performance be evaluated?
- Why did you want to work for this company?
- How often are performance reviews given? By whom?
- What makes your company different from its competitors?
- How does the world of U.S. economy affect your company?
- How would you describe your company's management style?
- How would you describe your company's management style?
- How is the work environment affected by the management style?
- What other positions and/or departments will I interact with most?
- Can you describe for me what a work week really is like for this position?
- Does your company encourage its employees to pursue additional education?
- What characteristics best describes individuals who are successful in this position?
- How much decision-making authority and autonomy are given to new employees?
- Can you tell me how your career has developed at this company? Would I have similar opportunities?
- I am a hard worker and can prove my value to the company. Where in the company will I be in five years?

THE INTERVIEW

The Interview (cont.)

Illegal Interview Questions:

The questions that you are asked on the application, in the interview, or during the testing process must be related to the job for which you are applying. If you are asked an illegal question you have three options: answer the question, refuse to answer the question, or respond with an answer as it applies to the job. Table 1 can help you understand what is or is not an illegal question and how you can respond.

Table 1: Illegal Interview Questions

Subject	Illegal Questions	Legal Questions	Responses
National Origin/Citizenship	Are you a U.S. citizen? Where were you/your parents born? What is your “native tongue?”	*Are you authorized to work in the United States? *What languages do you read, speak, or write fluently? (This question is okay, as long as this ability is relevant to the performance of the job.)	I am authorized to work in the United States.
Age	How old are you? When did you graduate from college? When is your birthday?	*Are you over the age of 18?	I am legally old enough to perform this job. I am over the age of 18. I am a college graduate.
Marital/Family Status	What’s your marital status? Who do you live with? Do you plan to have a family/ When? How many kids do you have? What are your child care arrangements?	*Would you be willing to relocate if necessary? *Travel is an important part of the job. Would you be willing to travel as needed by the job? (This question is okay, as long as ALL applicants for the job are asked it.) *This job requires overtime occasionally. Would you be able and willing to work overtime as necessary? (Again, this question is okay as long as ALL applicants for the job are asked it.)	I can travel and work the schedule that this job requires.
Affiliations	To what clubs or social organizations do you belong?	*Do you belong to any professional or trade groups or other organizations that you consider relevant to your ability to perform this job?	I belong to the following organizations that will enhance my ability to perform this job.
Personal	How tall are you? How much do you weigh?	*Are you able to lift a 50-pound weight and carry it 100 yards, as that is part of the job? (Questions about height and weight are not acceptable unless minimum standards are essential to the safe performance of the job.)	I am physically able to perform the task required for this job.
Disabilities	Do you have any disabilities?	*Are you able to perform the essential functions of this job with or without reasonable accommodations? (This question is okay if the interviewer thoroughly described the job.) NOTE: As part of the hiring process, after a job offer has been made you will be required to undergo a medical exam. Exam results must be kept strictly confidential, except medical/safety personnel may be informed if emergency medical treatment is required, and supervisors may be informed about necessary job accommodations, based on the exam results	I do not have any condition that would prevent me from performing the essential functions of this job. I do have a condition that will require reasonable accommodations to perform the essential functions of this job.
Arrest Record	Have you ever been arrested?	*Have you ever been convicted of ____? (The crime should be reasonably related to the performance of the job in question.) *Are you bondable?	
Military	If you’ve been in the military, were you honorably discharged?	*In what branch of the Armed Forces did you serve? *What type of training or education did you receive in the military?	

Types of Job Interviews

Screening Interview: to weed out unqualified candidates.

- Focus on skills, experiences, and accomplishments.
- Only answer the questions they ask, don't volunteer additional information.
- Look over your resume for anything that could be conceived as an inconsistency; the interviewer will be looking for them.
- The interviewer will ask questions regarding your qualifications to make sure they are what you stated in your resume.
- Don't try to develop a rapport. In this type of interview it is more important to establish your skills than your rapport.

One-On-One Interview: to show how you and your skills will benefit the company.

- Try to establish a rapport with the interviewer.
- Show how your skills will benefit the company.
- Show that you will work well with the company's employees.

Stress Interview: to show how you work under stress.

- Answer each question calmly and confidently.
- Be ready for the interviewer to be sarcastic, argumentative, and/or rude. He/she wants to intimidate you.
- Don't take what the interviewer says or how he/she says it personally.
- Ask for clarification of a question if you need it. Do not let the interviewer pressure you into giving an answer before you are ready.
- At some point the interviewer will not say anything and will just look at you. This is an attempt to unnerve you. Don't let it unnerve you, just sit silently and wait for him/her to ask a question. If several minutes pass by, ask if he/she needs you to clarify your last answer.

THE INTERVIEW

Types of Job Interviews (cont.)

Lunch Interview: to show how you function in the luncheon setting. Since many business deals are made at lunch or on the golf course, it is important that you can perform well in either setting.

- Review the proper luncheon etiquette before you attend any interview.
- Two interviewers will go to lunch with you. One will ask you questions while the other eats, then they switch. You will not have the time to eat all of your lunch.
- They will always ask you a question when you have food in your mouth.
- There are several large corporations that will not hire you if you salt or pepper your food before you taste it. It shows that you are not willing to try new things.
- It is very important that you hold and use your silverware properly. Never hold your spoon like a shovel, hold it like a pencil.
- When you leave for the luncheon be prepared for the interviewers to ask to take your car. They are looking to see what condition it is in inside and outside. It is important that your car be clean inside and outside. If they give you a rental car they will give it to you the night before. Make sure you clean it up before you go to the interview. They will assume that your office will look like your car in appearance.
- Remember this is a business lunch and you're still being interviewed!

Committee Interview: to show the committee (employees who you will work under) that you will be a benefit to the company.

- You should speak directly to the person asking the question.
- In this setting you can be asked to demonstrate your skills in problem solving, performance, and/or analytical skills.
- The committee is looking at your ability to apply your knowledge and skills to real-life situations.

Group Interview: to show your leadership potential as a manager and your ability in dealing with the public.

- It is important that you talk clearly and confidently.
- The goal is to see which prospective employees interact with others, and which ones use their knowledge and reasoning powers the best.



NEGOTIATIONS

Negotiating for job compensation is an important and exciting step along your way to a career. If you are fortunate enough to have multiple job opportunities, you will need to carefully consider what each position has to offer.

This section contains guidelines that will help you to prepare to negotiate with potential employers and compare opportunities.

Be Prepared

Do Your Research:

- Know the salary range for the location, position, and similar companies.
- Know what your salary requirements (wants & needs) are for the location.
- Know what the position requires.
- Know what benefits you need and want.
 - Health benefits—What is the cost? Who is covered?
 - Medical
 - Vision
 - Dental
 - Vehicle allowance or company vehicle
 - Life insurance—Who is covered and for how much?
 - Personal retirement plan (401K)
 - When do you vest?
 - Does the company match?

NEGOTIATIONS

Be Prepared (cont.)

Do Your Research: (cont.)

- Stock options
 - Housing discounts
 - Schooling
 - Student loan repayment
 - Ongoing schooling (advanced degree)
- Know the cost of living for the location.
 - Know the cost of moving to the location.
 - Check out schools in the new location for children.
 - Know what you want for a signing bonus or yearly bonus.



Prepare Points of Negotiation (Rationale for Alternatives):

- Explain your rationale in business terms.
- Explain how it will enhance your performance.
- Decide on the limits of your flexibility on all points.
- Explain all points for negotiation on the table at one time.
- Prioritize negotiation points from most important to less important.
- Compare offers. (See Table 2: Comparing Benefits spreadsheet below.)

NEGOTIATIONS

Negotiate

- Establish what the company can offer.
- Clearly identify your own personal needs.
- Maintain a positive attitude with a win-win negotiating strategy.
- Take time to think, but don't keep the company on hold too long.
- Be patient and negotiate with the needs of the company and yourself in mind.
- Set the agenda, that way you can discuss the points you want in the order you want to.
- Do not make an impromptu decision during the negotiation. You should have already decided where your limits were before you begin to negotiate.



For advice on negotiating salaries and writing counteroffers, see the following website:

http://www.quintcareers.com/salary_negotiation.html

NEGOTIATIONS

Negotiate (cont.)

Filling out a chart like the one below can be helpful as you compare job opportunities.

Table 2: Comparing Benefits

<u>COMPANY</u>	<u>A</u>	<u>B</u>	<u>C</u>
BASE SALARY			
LOCATION			
DISTANCE FROM FAMILY			
COST OF LIVING ADJUSTMENT (INTERNET)			
HEALTH BENEFITS (MEDICAL, VISION, DENTAL, ETC.)			
VEHICLE (ALLOWANCE OR ACUTUAL VEHICLE)			
LIFE INSURANCE			
PERSONAL RETIREMENT (401K)			
COMPANY PENSION PLAN			
HOUSEING DISCOUNTS			
MOVING EXPENSES (TEMPORARY HOUSING, MOVING COSTS)			
SIGNING BONUS			
STUDENT LOAN REPAYMENT			
YEARLY BONUS			
CONTINUING EDUCATION (MBA, FINISH DEGREE, ETC.)			
SCHOOL DISTRICTS			
STOCK OPTIONS			
CHURCH			
COMPANY STABILITY			
AREA UTILITY COSTS			
FUEL COSTS			
COMMUTE TIME			
AIRPORT PROXIMETY			
CELL PHONE COVERAGE			
SALARY INCREASES			
CHANCE OF MOVING UP			
TOTAL	\$ -	\$ -	\$ -



ETIQUETTE

Practicing proper etiquette is essential for success in any field. It can be difficult to build relationships if they are being strained by a lack of common courtesy. Hiring managers are watching to see if you understand the rules of etiquette.

This section contains guidelines that will help you to leave a professional and courteous impression on those around you.

General Etiquette

Telephone Etiquette:

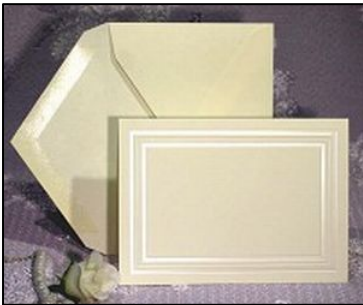
- Identify yourself immediately.
- Do not use cellular phones at job interviews, whether in the office or at a dinner interview.
- Do not call a residence after 9 p.m. unless the person has specifically told you otherwise.
- If you are calling to invite someone to something, let them know that up front rather than asking if they are available on a particular night.



General Etiquette (cont.)

Introductions:

- Never address someone by their first name until given permission to do so.
- Always introduce to the senior ranking person first. In situations where rank is unimportant you first defer to gender (women first) and second to age (older to younger).
- Remember: introduce bosses, royalty and women over men, seniors over juniors, adults over children, strangers and non-relatives over members of the family.



Invitations:

- Answer RSVPs in a timely manner.
- Use printed cards or letters for formal invitations.
- Make casual invitations by telephone or by handwritten request.

Guest Etiquette:

- Call ahead to explain any tardiness.
- Arrive on time or a few minutes early.
- Respect your host's/hostess' property.
- Pick up after yourself during and after the event.
- Send a *Thank You* letter or card promptly after the event.
- Make sure that your shoes are clean before entering a home.



General Etiquette (cont.)

Thank You Letters/Cards:

- A *Thank You* letter/card needs to be on a professional looking card or stationery.
- A *Thank You* letter/card needs to be sent no later than 48 hours after an interview.
- A *Thank You* letter needs to include:
 - Your appreciation for the interview.
 - A statement reiterating your interest in the position and the company.
 - Important information about yourself that you forgot to explain in the interview.
 - Corrections for any misunderstanding the interviewer may have had from the interview.
 - A statement saying that you are looking forward to hearing from the interviewer.
 - A statement that shows your understanding of the position's requirements and your qualifications that match them.



It is appropriate to make a follow-up call five to seven days after mailing your *Thank You* letter/card. Tell the interviewer that you wanted to make sure that he/she received your letter/card.

Dining Etiquette

Before the Meal:

- Dress appropriately.
- Turn off your cell phone and leave it out of sight during the meal.
- Inform the other guests before the meal begins if you are going to have to take a call during the meal.
- Do NOT bring your children to a dinner with your prospective future employer. (They may sometimes request for your spouse to attend, but that does not mean your children should attend unless invited specifically.)



Dining Etiquette (cont.)

The Napkin:

- Put the napkin on your lap as soon as the host does.
- Place your napkin on your chair if you leave the table during the meal.
- Leave the napkin on your lap throughout the meal except when using it to blot your mouth.
- Open the napkin all the way and lay it across your lap if it is a small luncheon napkin. Leave it folded in half and lay it across your lap if it is a large dinner napkin.
- Place your napkin neatly (not wadded up or refolded) on the table to the right of your dinner plate once the meal is over. The meal is over when the host puts his or her napkin on the table.

Ordering:

- Ask the server any questions you have about menu items.
- Do not order the most expensive nor the cheapest item unless the host suggests it.



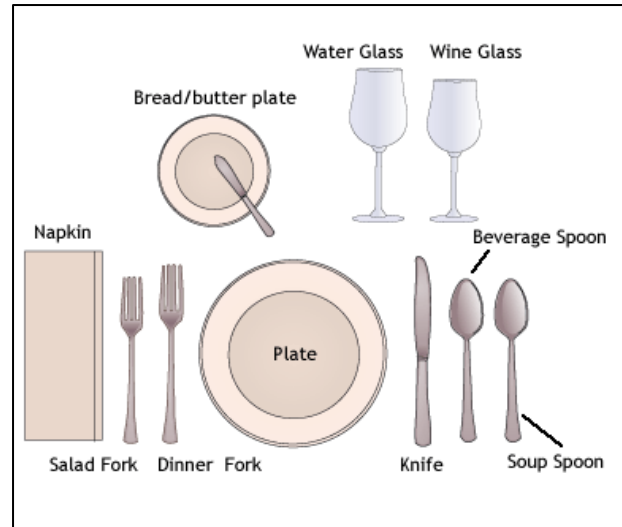
Silverware:

- Spoon away from yourself when getting food out of a bowl.
- Never place a used piece of silverware back on the table.
- If a piece of silverware falls onto the floor, pick it up if you can reach it and let the server know you need another one. If you cannot reach it easily, tell the server and ask for a clean one.
- Always start with the knife, fork or spoon that is farthest from your plate. Work your way in, using one utensil for each course. Usually the salad fork and knife are the outermost utensils. The dessert spoon and fork are above the plate or are brought with dessert.
- Set your fork and knife diagonally across your plate when you have finished eating. Place the knife and fork side by side with the sharp side of the knife blade facing inward and the fork tines down to the left of the knife. The knife and fork should be placed as if pointing to 10 and 4 on a clock.

Dining Etiquette (cont.)

Table Manners:

- Sit up straight in your chair.
- Cut one bite of food at a time.
- Keep your feet flat on the floor.
- Do not talk with your mouth full of food.
- Pass food around the table to the right.
- Pass the butter with the knife on the butter dish.
- Never salt or pepper your food before you taste it.
- Ask questions throughout dinner to encourage conversation.
- Excuse yourself to the people to either side of you if you have to leave the table.
- Eat at a moderate speed; do not make others wait for a long time while you finish your meal.
- If food falls off your plate, pick it up with a piece of silverware and place it on the edge of your plate.
- If you have to refuse anything, a simple “No, thank you” will be enough. An explanation is not necessary.
- Keep your hands on your lap when you are not eating. While eating, remember the rule: elbows never, forearms sometimes, wrists always on the table.
- Never spit a piece of bad food into your napkin. Remove it from your mouth with the silverware you put it in with. Place it on the edge of your plate and cover it with another piece of food if you can.





DRESS & GROOMING

Your appearance can play a large role in the professional world. You can show a potential employer that you pay attention to details (or not) by the way that you dress. The way that you present yourself could be the difference in just getting an interview and getting a job.

This section contains guidelines that will help you to dress professionally for any business occasion.

Dressing for an Interview

If you are not sure exactly how you should dress for an interview, call the employer and ask to be put through to the human resource department. They will be able to tell you what the dress standard is for their organization.

Taking the time to make sure that you look good will give you an extra boost of confidence going in to your interview.

Pay attention to the small details as you get ready and other people will notice.



DRESS & GROOMING

Dressing for an Interview (cont.)

Men:

- Men should wear:
 - A clean, pressed business suit.
 - A clean, pressed dress shirt that matches the suit. Dark suit, light shirt.
 - A conservative tie that matches the suit and dress shirt—no Mickey Mouse, Donald Duck, or any other tie that is not a business type tie.
 - Clean socks that match the suit. No white socks permitted.
 - Clean and polished dress shoes that match suit. No biking shoes, sandals, or hiking boots. Shoes that are well-cared for signal that you pay attention to detail.



- Hygiene for men:
 - Shave your face.
 - Clean your fingernails.
 - Wash your hair with shampoo.
 - Comb your hair in a business style haircut.
 - Use deodorant—use cologne and after-shave sparingly.

DRESS & GROOMING

Dressing for an Interview (cont.)

Women:

- Women should wear:
 - A clean pressed business suit, either a jacket with pants or a skirt, or a dress.
 - A clean pressed blouse that matches the suit and is not low-cut.
 - The skirt or dress must be business length (to the knee) and no high slits.
 - Nylons (business type) that match the suit; either neutral color or sheer black, but not darker than your shoes.
 - Dark colored pumps with 1-1 ½ inch heels.
 - Clean and polished dress shoes that match the suit or dress. No platform shoes of any kind.
- Accessories:
 - Carry a briefcase instead of a purse—small or large.
 - Wear simple jewelry—no more than one ring on each hand.
- Hygiene for women:
 - Wash your hair with shampoo.
 - Style your hair in a business style.
 - Keep your hair from falling across your face or into your eyes.
 - Keep your fingernails clean and well-maintained.
 - Use clear or a conservative color of nail polish.
 - Use make-up and perfume with moderation—some people are sensitive to fragrances.



DRESS & GROOMING

Dressing for Other Events

Men:

- White Tie
 - Black tuxedo with tails, white tie, white cummerbund/vest with crisp white tuxedo/wing shirt, black shoes and socks.
- Black Tie
 - Black tuxedo with a black tie, cummerbund/vest with a crisp white shirt, black shoes and socks.
- Theatre / Symphony / Ballet
 - Black or navy suit and tie, a tuxedo is best.
- Cocktail Parties
 - Dark (black or navy) suit and tie.
- Dinner Parties
 - For formal dinner parties dress as you would for a formal ball.
- Semi-formal / Semi-casual
 - Dark suit, white shirt, dark striped or dark patterned tie, and dark socks and shoes.
- Office Parties
 - Dress as you would for the office.
- Casual
 - Cotton/cotton blend slacks worn with a belt, collared shirt, turtleneck, or knit polo shirt with a collar, socks and shoes that match slacks.
- Picnics / Barbeques / Pool Parties
 - Dress as you would for any warm weather party - for a pool party bring a swim suit.



DRESS & GROOMING

Dressing for Other Events (cont.)

Women:

- White Tie
 - Full length evening/ball gown, sheer hose, and fabric shoes.
- Black Tie
 - Full length evening/ball gown and sheer hose
- Theatre / Symphony / Ballet.
 - No less than a cocktail dress, a formal evening gown is best, with gloves.
- Cocktail Parties
 - Cocktail dress, within one inch of the knee in either direction, an elegant style.
- Dinner Parties
 - For formal dinner parties dress as you would for a formal ball, although a pant suit is not inappropriate for women.
- Semi-formal / Semi-casual
 - Cocktail length dress (mid-calf, no floor length) or a sleek pant suit and dark hose and shoes.
- Office Parties
 - Dress as you would for the office.
- Casual
 - A nice slack outfit, dress or top/skirt combo.
- Picnics / Barbeques / Pool Parties
 - Dress as you would for any warm weather party - for a pool party bring a swim suit.

