Career Center
Job Search Guide

Career Center
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Dear State of Arizona Employee:

If you have recently learned you will no longer be employed in your current position, The State of Arizona Career Center and The Arizona Department of Administration (ADOA), Human Resources Division has provided the following services and information to assist you in obtaining future employment with either a State agency or the private sector.

We understand this is a very difficult time for you and believe the information in this workbook provides the guidance needed to effectively market your skills and find other suitable employment.

HOW WE CAN HELP

The Career Center is providing services and individual support for your career transition during this process. We will help you prepare for your job search and provide support, resources and coaching to make your next career decision. The following is a list of the primary services and a job search guide to help prepare you for an effective job search campaign.

OUR PRIMARY SERVICES

Career Assessments
The Career Center provides a variety of formal and informal self- assessments to assist you in identifying and clarifying your values, job satisfiers, skills, strengths, career interests, skill gaps and training potential.

One-on-One Career Coaching
You will be assigned a Career Consultant who will help you prepare for your next career decision and coach you through the job search process.

Resume Development
The Career Center has tools, resources and coaching to assist you in writing an effective resume. We provide a toolkit and examples to make the process easier.

Cover Letters & Written Communications
The Career Center offers assistance writing effective cover letters, as well as other written communications necessary to become the candidate of choice. Thank You Letters, Follow-up Letters, and letters to recruiters are just a few examples.

Job Search Techniques
To be effective in your job search, you will need to know and practice successful techniques and strategies. The Career Center offers expert advice regarding effective job search strategies, including networking, power targeting, internet job search, search firms, and the application process.

Interviewing Skills
To get the job, you will need to be the best interviewee. The Career Center offers best practices in interviewing techniques and strategies. Additionally we offer the opportunity to participate in a mock interview where you can practice answering difficult questions and receive constructive feedback in a mock interview.

Workstations & Computers
The Career Center has computers for internet searching, resume development, and letter writing.

Contact the Career Center for questions or to schedule an appointment with a Career Consultant. Hours of operation: 8:00 AM to 5:00 PM Monday through Friday.

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JOB SEARCH PROCESS

EXPLORATION		PATH/COURSE	DIALOGUE		CHOICE	
Pre-planning	**Self-Assessment**	**Resume Development**	**Job Search Strategies**	**Interviewing**	**Negotiating**	**Transition**
Home Office Setup Select Mentor Support Team Day Planner Financial Resources Planning	Skills/Knowledge/ Abilities Interests Job Satisfaction Indicators Accomplishments Values Occupational Types Career Direction	Resume Type Professional Experience Career Change Resume Sections Distribution Identification	Open Positions Internet Job Boards Search Firms Staffing Firms Networking Target Marketing	Interview Types Letters Strategies & Techniques Preparation Questions Follow-up	Strategy Evaluation Offer Counter Offer Contracts	Accept the Job Announce to Your Network Develop Relationship with New Manager Develop Goals for the Future
Preparation: What do I have to sell to a prospective employer?		Target Marketing: To whom shall I sell my skills & experience?	Qualifying the Prospective Employer: Do I want to work here?		Closing the Deal: Making a decision.	

RESUME WRITING TOOLKIT

The resume is used as a marketing brochure to sell your skills and experience to a prospective manager/employer. The brochure presents you and includes the features and benefits you have to offer. The purpose of the resume is to open the door for further discussion and should highlight your achievements that will get you the interview.

The State of Arizona uses AZSTATEJOBS.GOV for resume submission. You will want to be proficient in submitting your resume online using the ***azstatejobs.gov*** *website.*

Additionally, agencies use different methods for resume evaluation, so you should investigate what a particular agency is seeking in a resume before you apply. Review the position description as well as the knowledge, skills, and abilities required for each position before submitting your application. You can only have one resume on file at a time, but it can be changed for a more current application. If you want to change the resume you have on file, just submit it into the system and it will replace the previous one.

It is recommended that you have your resume in two different formats; one for emailing, mailing, and distributing as an attachment in MS Word, and one as an electronic version in Text (ascii) for online postings and for Hiring Gateway. The following are instructions for formatting a resume in text format.

Text Resume Formatting

To convert a Word document into a text version for applying online and on Hiring Gateway: open the Word file, save as---text only (do not use text with line breaks), you will get a response that says you will be losing all your formatting and it asks if you want to proceed and you should say yes. To review the text version, you will have to open the file either through Windows Explorer or through Notepad. Open Notepad and find your file. (You can access Notepad through Programs/Accessories/Notepad)

Open the file and review your resume. Do not break lines. You will need the lines to be flexible to fit any sized text box. The resume is not very attractive, but you can make it easier to read through spacing. Make necessary adjustments for easier reading and aesthetics.

RESUME WRITING TIPS

Do's	Don'ts
• Use a chronological format which lists your work experience in reverse chronological order	• Don't exceed two pages in length unless you have publications, patents, or extensive related certifications
• Open with a summary statement highlighting who you are – type of work experiences, type of industries, major work functions. and key skills	• Don't change your resume for every job position. Tweak the resume to match the language and skills
• If you have a technical background, include a technical summary – hardware, software, operating systems etc.	• Don't quickly put a resume together for the sake of getting it done, spend quality time with a consultant
• Include a key word section of your top qualifications: competencies, and certifications	• Don't use personal pronouns like; I, me, they, their
• Emphasize accomplishment, not just responsibilities. Start each statement with an Action Verb	• Don't include dates under education
• Emphasize the end results	• Don't include references.
• Use "bullets" to list accomplishments in PAR formula	• Don't use personal e-mail address with nicknames or other phrases that may cause bias
• Education – include anything beyond high school even if you did not finish or only took 1 or 2 courses	• Don't include total number of years of experience, such as "over 25 years in _ _ _ _"
• Include AzGU training, conferences or seminars and other related corporate training	• Don't include hobbies or other personal information such as height, weight, and marital status
• End resume with Community Affiliations and Professional Associations	• Don't need to say "References Available Upon Request" at the end of resume
• Awards should be listed under the title where you earned them as an accomplishment	• Don't need to include months of employment only years unless the agency requires it.
• Proofread! Have a least 2 different people proof your resume	• Don't include a salary history

RESUME TEMPLATE

Effective resumes have several key components to appropriately highlight your skills. The following is an outline showing each section and the associated content description.

Section 1
Heading: Name in bold, all caps and centered, with home phone and/or fax/office/mobile to the left or right. (Do not need to put your home address)

Section 2
Summary Statement: shown in the following {5 elements in brackets}
[Professional Label] with extensive [general functional area] background in [3-4 things you want to be hired to do] with [industry/types of organizations] at [organizational level/location] in support of [people you relate to] [Experience includes:]

Section 3
Key Qualification: ***You may want to review the job posting, as well as knowledge, skills and abilities (KSA's) required for the position.*** Use 6-12 key words that describe your talent or skills. You should have an accomplishment statement to backup your key words.

- Automated Management
- Quality Assurance
- Efficiency Improvement
- Project Management
- Material Planning
- Problem Solving

Section 3 (*option*)
Key Accomplishments: Highlight by bulleting your 3 or 4 top accomplishments here.

Section 4
Professional Experience:
Start with your company, city, state, most recent job and title, years in position (use only the years employed). Include a brief job description (2 or 3 sentences of your high-level responsibilities, scope, functions, number of direct reports, budget information). Add 3 to 4 accomplishments applicable to that position (bullet after the job description).

Accomplishment statement should be written in a 4-step process

1) Identify a skill you have
2) Turn the skill into an *action verb*
3) Describe what you did with that skill
4) Explain what resulted; express results as follows: ↑ Revenue ($) / sales, ↓ Costs, ↑ Productivity, ↑ Quality, ↑ Process / Procedure, Solve a problem ↑ Customer satisfaction

Section 5
Education:
List degree, educational institution, city and state. DO NOT INCLUDE DATES unless you have earned your degree or a new certification within the last 5 years. List any post secondary education/classes you have taken, even if you did not complete a degree. You should list highest degree first. Note: *If you have not taken post secondary or college classes, just eliminate the education section. You can indicate high school or GED accomplishments on the job application.*

Section 6
Professional Development:
List training, seminars, certifications, or classes you have taken that are applicable to the position for which you are applying. Do not include dates.

Section 7
Professional Association:
List any professional associations in which you are currently a member and those that are relevant to the position and your field. Additionally, list any professional associations in which you were a past member if you held an office: list the office you held.

Section 8
Community Affiliations:
List any community affiliations you have or in which you serve or served. Be cautious of institutions that may cause biases.

ACTION WORDS FOR RESUME WRITING

accomplished
achieved
activated
adapted
added
addressed
adjudicated
administered
advanced
advertised
advised
advocated
affected
allocated
analyzed
annotated
announced
answered
anticipated
appeased
applied
appropriated
approved
arbitrated
argued
arranged
articulated
asserted
assigned
assisted
assumed
assured
attained
audited
augmented
authored
authorized
bargained
bid
boosted
bought
briefed

budgeted
built
calculated
campaigned
canvassed
capitalized on
carried on
caused
centralized
certified
chaired
championed
classified
coached
collaborated
collected
committed
communicated
compelled
compiled
completed
composed
compromised
computed
conceived
concentrated
conceptualized
conducted
consolidated
constructed
consulted
contracted
controlled
conversed
converted
convinced
cooperated
coordinated
corrected
corresponded
counseled
created

critiqued
cultivated
cut
dealt with
decided
defined
delegated
delivered
demonstrated
depicted
described
designated
designed
detailed
detected
determined
developed
devised
dictated
directed
discovered
discussed
dispensed
displayed
dominated
doubled
downsized
drafted
drove
earned
edited
educated
eliminated
employed
empowered
encouraged
endorsed
engaged in
engineered
enhanced
enlarged
enlisted

established
evaluated
examined
exceeded
executed
exercised
exhibited
expanded
expedited
experienced
explained
expressed
facilitated
financed
focused
forced
forged
formulated
fostered
found
founded
fulfilled
gained
gathered
generated
governed
grew
grouped
guaranteed
guided
handled
headed
heightened
hired
identified
illustrated
implemented
impressed
improved
incorporated
increased
induced

influenced
informed
initiated
inspired
installed
instigated
instituted
instructed
integrated
intensified
interpreted
intervened
interviewed
introduced
invented
invested
issued
launched
lectured
led
lobbied
logged
lowered
magnified
maintained
managed
marketed
maximized
mediated
merged
met
minimized
mobilized
moderated
modernized
modified
monitored
motivated
multiplied
negotiated
netted
obtained
opened
operated
orchestrated
ordered
organized
outlined
overhauled
oversaw
participated
penned
performed
persuaded
phrased
piloted
pioneered
pitched
planned
positioned
prepared
presented
presided
pressured
prioritized
processed
proclaimed
produced
programmed
projected
promoted
prompted
proofread
proposed
proved
provided
publicized
purchased
raised
ran
ranked
rated
reached
realized
reassured
received
recommended
reconciled
recorded
recruited
reduced
re-engineered
regulated
remarked
remedied
renewed
reorganized
represented
researched
resolved
restored
restructured
revamped
reviewed
revised
revitalized
revived
revolutionized
scheduled
secured
selected
served (as)
set (up)
settled
simulated
sold
solved
specified
spelled out
spoke
started
stated
steered
stipulated
streamlined
strengthened
stressed
structured
succeeded
supervised
supported
swayed
synchronized
systematized
targeted
taught
tested
traced
trained
translated
tripled
turned around
underwrote
unified
united
updated
upgraded
upheld
urged
used
utilized
verbalized
verified
voiced
won
wrote

RESUME EXAMPLES

NAME

123 Main Street • Addison, Illinois 98109 • 425.555.0139
someone@example.com

SUMMARY OF QUALIFICATIONS

Highly organized and detail-focused **Bookkeeper** with an exceptional track record of accurately handling financial reporting in deadline-oriented environments.

- Skilled in all aspects of recording transactions, posting debits and credits, reconciling accounts, and ensuring accuracy and completeness of data.
- Expertise in developing and delivering monthly, quarterly, and annual financial statements for management within tight deadlines.
- Proficiency in managing accounts payable and accounts receivable, generating invoices and monthly statements for clients.
- Proven ability to identify and implement improvements to streamline processes and increase efficiency and productivity.
- Excellent computer skills; proficient with Microsoft Word, Microsoft Excel, and QuickBooks and able to learn proprietary systems/applications quickly and easily.

Skill Proficiencies

- Quarterly Reports
- Accounts Payable/Receivable
- Budget Preparation
- Process Improvement
- Financial Statements
- Reconciliation

PROFESSIONAL EXPERIENCE

Contoso Pharmaceuticals – Addison, Illinois 2000 – Present

Full-Charge Bookkeeper

Manage all financial transactions, posting debits and credits, producing financial statements, and recording all transactions. Prepare management reports and financial summaries using Microsoft Excel detailing company's financial status. Generate bank deposits, verify and balance receipts. Create invoices and track overdue accounts. Manage payroll and prepare payroll tax returns. Research and resolve billing and collections disputes.

Key Contributions:

- Supported a significant increase in productivity levels by streamlining accounting processes.
- Prepared and delivered to management, under extremely quick turnaround timelines, accurate monthly, quarterly, and annual financial statements.

Blue Yonder Airlines – Addison, Illinois 1997 – 2000

Accounting Technician

Managed financial transactions and record keeping with strict attention to detail. Verified and posted transactions to general ledger. Reconciled and balanced accounts and computed interest rates. Compiled statistical reports for management. Generated monthly statements and invoices for customers. Communicated with customers to address inquiries and resolve issues.

Key Contributions:

- Improved processes for creating customer invoices, which reduced overall timeframe for receiving payments.
- Excelled within a fast-paced environment, continually taking on increased levels of responsibility.

Coho Vineyard – Addison, Illinois 1995 – 1997

Assistant Bookkeeper

Ensured accurate and timely processing of accounting data. Performed accounts receivable functions, balancing cash and posting sales invoices. Worked with accounts payable department to post invoices. Accurately entered transactions into proprietary company accounting system. Completed ad hoc assignments and analyses for managers and supervisors.

Key Contributions:

- Demonstrated talent for quickly learning new tasks and completing assignments ahead of schedule while maintaining a high degree of accuracy.
- Contributed substantially to reducing outstanding accounts receivables through improved collections processes.

EDUCATION

Associate's Degree in Accounting

STATE COLLEGE – Addison, Illinois

SHARON SALAVARIA

123 Main Street • Addison, Illinois 98109 • someone@example.com • 425.555.0139

QUALIFICATIONS SUMMARY

Highly personable **Customer Service Professional** with over eight years of experience in account management, claims and sales processing, and call-center operations within the travel, insurance, and entertainment industries.

- Talent for identifying customer needs and presenting appropriate company product and service offerings.
- Demonstrated ability to gain customer trust and provide exceptional follow-up, leading to increased repeat and referral business.
- Track record of assisting in the design and implementation of reporting procedures that reduce labor costs and improve customer-satisfaction ratings.
- Expertise in resolving escalated customer service issues.
- Secured numerous company achievement awards for delivery of exceptional customer service.
- Proficient with Microsoft Office System (including Microsoft Word, Microsoft Excel, Microsoft PowerPoint®, Microsoft Access, and Microsoft Outlook®).

PROFESSIONAL EXPERIENCE

BLUE YONDER AIRLINES – Addison, Illinois 2000 to Present

Customer Care Lead (2001 to Present)

Serve as Customer Care Lead for a major airline with flights to 204 domestic cities in 46 states as well as 42 international cities in 26 countries.

Promoted to lead team of 15 employees in daily call center operations. Collaborate with Customer Care Manager to create strategic plans to enhance customer satisfaction. Provide employees with tools to maintain and increase service levels to both internal and external customers. Work closely with other departments to promote sales contests, clarify information, and distribute reports. Gather, analyze, and report daily/weekly/monthly sales and service statistics.

- Contributed to increasing Miles membership by 10% by assisting in execution of aggressive sales plans.
- Instrumental in improving customer-satisfaction ratings through suggestion, development, and implementation of new reporting procedures.
- Increased employee knowledge by assisting with development and implementation of product-awareness program.
- Enhanced employee performance and attendance through daily mentoring, one-on-one discussions and motivational strategies.
- Received outstanding positive comments from team members on employee reviews, as well as exceptional feedback from senior management.

Customer Service Representative (2000 to 2001)

Recruited to provide top-notch service to both internal and external customers. Processed airline ticket orders, answered questions, responded to concerns, and alleviated delicate situations with professionalism and sensitivity. Assisted Training Manager in creating and updating training materials. Prepared weekly reports for Customer Care Supervisor.

- Selected to coach and mentor new customer service representatives for opening of new call center.
- Achieved perfect score on all phone monitors throughout tenure.
- Received Customer Service Award for outstanding track record of positive customer feedback.

HUMONGOUS INSURANCE – Addison, Illinois 1998 to 2000

Customer Advocate

As Customer Advocate, handled claims processing for a leading insurance and financial services provider.

Investigated and resolved customer concerns in collaboration with respective agency and other departments. Prepared written responses to Department of Insurance inquiries. Provided measurement on volume and trends to determine agency education needs and improve customer satisfaction and retention.

- Participated in implementing new paperless process, resulting in streamlined operations.
- Dramatically enhanced customer-satisfaction ratings by expediting all claims and ensuring a high degree of accuracy.

GRAPHIC DESIGN INSTITUTE – Addison, Illinois 1995 to 1998

Customer Service Representative

Served as Customer Service Representative for a not-for-profit corporation hosting local performing arts organizations, films, touring performers, and community events.

Interfaced with customers to identify needs, field questions, and facilitate ticket sales. Provided show and venue information, completed monetary transactions, and resolved issues as needed. Coached and mentored new employees in customer-service processes and company policies.

- Played key role in reducing labor costs by recommending staff scheduling changes.
- Received numerous accolades from senior management for consistently providing excellent service and tactfully resolving sensitive issues.

EDUCATION AND TRAINING

Associate of Arts in General Studies • NATIONAL COMMUNITY COLLEGE – Addison, Illinois

Name
Phone: Email: Cell:

SUMMARY

Human Resource Generalist with expertise in effectively managing Staffing, Redeployment and Diversity Projects required to meet dynamic global business objectives. Business Partner that created, deployed and managed large-scale, long term global recruiting programs across diverse cultures and international time zones. Collaborative communicator that earned recognition for developing, mentoring and coaching human resource staff. Results and quality driven contributor that consistently demonstrated commitment to task and high standard of integrity.

KEY QUALIFICATIONS

- Recruiting/Staffing
- Diversity Initiatives
- Redeployment
- Project Delivery Focal
- Development/Coaching
- Employee Mediation
- Process Development
- Event Management
- Budget Controls

PROFESSIONAL EXPERIENCE

COMPANY, Glendale, AZ **2002-Present**
Diversity Program Manager, Staffing **2006-Present**
Spearheaded Human Resources recruiting programs focused on meeting business requirements by presenting a diverse candidate pool of experienced professionals as a result of staging 16 commercial recruiting events. Created and implemented recruiting/staffing processes, sourcing roadmap including vendor management.

- Achieved increase of 5x in recruiting events and secured internal funding by developing process and standards.
- Developed and implemented recruiting event processes including resume collection and categorization targeted to provide measurable data including diversity results.
- Led automated hiring data initiative with email based capability to calculate event ROI.
- Initiated first virtual career chats in collaboration with 2 female Vice Presidents' slated to present latest technical achievements to recruit experienced technical female candidates.

Project Manager, Human Resources **2002-2006**
Project Manager that met Operations Groups staffing goals. Planned, managed and implemented special projects including creating Internationalization Team's catastrophic event scenario response planning. Developed 3-Geography model to increase team effectiveness and efficient operations across Asia, Europe and the US.

- Eliminated legal risks in redeployment efforts that ensured employees received maximum benefits available and sensitively responded to employees' concerns.
- Created and managed hiring plan process and monthly job requisition approval process in collaboration with VP and Finance Controller. Achieved heightened diversity awareness by introducing diversity dashboard with stretch goals.
- Achieved significant time and cost savings by developing and implementing comprehensive electronic headcount review process with improved data integrity.
- Achieved 15% increase of acceptance rates for under-represented minority hires within Intern and Recent College Graduate Programs by coaching direct report.

Project Manager (continued)

- Built time/cost savings decision making capability model including execution of key decisions/ business capabilities in dual locations.
- Directed 3-Geographies Program Best Known Method shared with 21+ groups resulting in improved communications, effectiveness and identified success competencies.
- Earned Intel Manufacturing Excellence Conference Diversity Award for 3 Geography Model also showcased to Company Founder.

COMPANY, City, State **1994-2002**
Senior Human Resource Staffing Manager **1999-2002**
Provided HR support for 455 employees in a multiple site organization using performance based compensation reviews, manager/employee performance improvement coaching, organizational development consulting and training to drive efficient operating strategies.

- Fostered a healthy work environment, addressed employees concerns and coached managers on the development and implementation of action plans by designing and conducting climate assessments using diagonal slice approach.
- Effectively managed Voluntary Separation Program including sensitively, promptly and professionally negotiating "exception issues" promptly and professionally.

Senior Staffing Consultant **1994-1999**
Met dynamic hiring demands by forecasting, pro-actively planning and negotiating positive outcomes to complex senior management job offers with significant variables.

- Filled 488 job requisitions within 1 year with an increased offer accept rate to 81% by comparing total compensation package and career path opportunities.
- Trained local staffing team of 15 for new site start up in Mexico providing policies and procedures and necessary hiring practices.
- Hired over 300 employees to support US factory ramp in 3.5 months.

EDUCATION

BS, Business Administration, Arizona State University, Tempe, Arizona

PROFESSIONAL DEVELOPMENT

Global Staffing, Society for Human Resources Management
PHR Certification, Society for Human Resources Management

PROFESSIONAL AFFILIATIONS

Society for Human Resources Management, Member
Society for Training and Development, Member

(Functional Resume)

NAME

Cell phone: Email:

SUMMARY

Business Manager with a proven track record in all aspects of office administration. Expertise in statistical data and financial reporting, purchasing, budgeting, and documentation. Experience in customer relations continuously exceeding internal and external customer needs.

KEY QUALIFICATIONS

- Budgeting
- MS Office
- Contract Negotiations
- Administration
- Financial Reporting
- Statistical Data
- Relational Databases
- Inventory Control
- Customer Relations

ACCOMPLISHMENTS

ADMINISTRATION

- Provided professional staff support to Director, multiple Managers, Project Managers and Technicians.
- Provided departmental coordination of vehicle fleet maintenance and service including gas and electric powered vehicles.
- Coordinated and managed remodel of parts room resulting in increased security and improved access for loading and unloading of materials.
- Redesigned and implemented staff workspace using creative solutions considering space constraints for improved workflow and efficiency.
- Assigned and completed remodel and security implementation of ASU, University Technology Office cart parking area for multiple departments.

CUSTOMER SERVICE

- Coordinated and trained office support staff to provide an efficient service order processing and billing operation, expediting orders to appropriate technical staff when needed resulting in a high level of customer satisfaction.
- Supported technical staff provisioning tools, computers, communication devices and vehicles in a timely manner so that they could provide services to our customers.
- Played integral role in implementing a ‘FASTRAK’ line of service for basic data requests, resulting in next day turn around service for 20% of service requests.

BUDGETING/ FINANCIAL REPORTING

- Improved department’s budget record keeping and audit trails allowing for more useful monthly expenditure/revenue reporting.
- Collaborated with department Director on yearly budget.

- Managed, tracked and provided account reports to Director and AVP for a twelve million dollar capital development program fund to upgrade computer networks at Arizona State University.

PURCHASING

- Lead ASU Data Communications process conversion from an internal requisitions database to an enterprise purchasing system.
- Initiated and created a new inventory management process reducing inventory 50%, space utilization and staff time.
- Played a lead role in writing of RFP for ASU Data Communications passive component bid.
- Maintained and provided accurate updates for tracking departmental orders.
- Monitored all departmental purchases for compliance with state contracts.

ACCOUNTS PAYABLE

- Redesigned department's accounts payable process resulting in a decrease in extraneous payments and late fees.
- Reconciled departmental and enterprise payment of invoices for data services which were inconsistent with existing services resulting in reduced monthly expenditures.
- Played a lead role in developing and implementing a new service request process resulting in accurate billing, increased revenue, reduced staff time, and a move toward a paperless process.

PROFESSIONAL EXPERIENCE

COMPANY, Phoenix, Arizona, 2002-Present
Business Manager Senior, Office Specialist Senior

COMPANY, Tempe, Arizona, 1999-2001
Operations Manager

COMPANY, Glendale, Arizona, 1998-1999
Supervisor of Customer Service

COMPANY, Scottsdale, Arizona, 1997-1998
Teller

EDUCATION

AA, Business Administration, Scottsdale Community College, Scottsdale, Arizona

PROFESSIONAL DEVELOPMENT

Leadership Training, Company, Phoenix, Arizona

COVER LETTERS

TOP TEN COVER LETTER STRATEGIES

1. Be sure to communicate who you are in the very beginning of the letter. Are you an Administrative Assistant, Human Resources Representative, IT Professional, or Accountant? If someone has to read three paragraphs before they know what you do, they will simply move on to the next applicant. No one is going to take the time and energy to figure out your background.

2. Use a professional and unique format to get people's attention. Make sure your letter is visually attractive and distinctive.

3. Emphasize your most relevant qualifications. Employers are seeking a 90-90% match. Highlight your skills, experiences, and qualifications that are directly relevant to the company's needs and the position.

4. Spotlight your most relevant achievements. Highlight your career successes, accomplishments and results that will be most meaningful to the intended audience.

5. Research information about the company or the position. Include any specifics about the company or the position (for example, core issues, challenges, market opportunities, services or management changes) and address those in your cover letter. Relate specifically how your background can meet the company's needs and provide solutions to its challenges.

6. Describe why you want to work for the company, which may include the company's financial standing, reputation, products, services or market potential? Everyone likes a "pat on the back". Company management is no different.

7. Present your letter as a business document in a business format, not as advertising materials. They should be neat, clean and well presented, attractive and relatively conservative.

8. Double-check, triple-check, and then have someone else check your letter to be sure it is error-free. Your cover letter reflects the quality and caliber of the work you will do on their behalf. Even the smallest of errors is unacceptable.

9. Keep your cover letter to one page. It should be short and concise. However there are exceptions. Most academic institutions are a typical exception to this rule.

10. Be sure to ask for the interview. Securing an interview is your objective for each letter and let them know you will be following up with them regarding the status of your candidacy.

NAME

Address, Phone, Email

Date

Dear Hiring Manager,

Your ad for a Program Manager, Leadership Development on your website captured my attention. I have an extensive background working with organizations to develop employee and leadership bench strength and would like to be considered for the position. My qualifications are well matched to your needs as summarized below.

Your Requirements	My Qualifications
Masters Degree in Business Administration, Human Resource Development, Education.	Master's degree in Human Resources with a focus in Organization Change.
A minimum of five (5) years of organizational development/leadership/training experience that includes design, implementation, program management, and measurement of Leadership Development Programs.	Achieved business results with 7+ years experience in Organizational Development. Designed and implemented leadership development and coaching programs for Fortune 500 organizations resulting in increased employee motivation and satisfaction, retention, and effectiveness.
Strong knowledge of career development, adult learning principles, training and development theories and techniques, and instructional design for the adult learner.	Counseled/coached >500 clients at all employee levels including senior and c-level management in career transition and career development programs with a 95% client satisfaction rating. Instructed adults in graduate degree programs including classes in: Organization Change, Organizational Behavior, and Leadership Coaching including online learning programs. Designed and implemented successful training programs for employees and leaders.
Experience developing and delivering educational modules in an e-learning environment.	Successfully managed multiple learning programs including developing and implementing a learning and education center that included soft skills and technical training, CBT-self-paced training, facilitator-led, and e-learning programs, seminars, workshops and continuing education programs. Collaborated with universities to provide continuing education and degree programs for employee career development.
Knowledge, Skills and Abilities in: Client consulting, Change management, Program development, Organizational effectiveness, Measurement and evaluation, Written/oral communication, Team development, Assessment and feedback, Instructional design, Operational planning, Staff coaching and performance management.	Collaborated with senior leadership teams to design and implement 360 Degree Feedback programs and performance management systems. Successful increasing individual, team, and organizational performance by developing and implementing performance management/coaching programs. Accomplished productivity improvements, cost savings, and team effectiveness consulting with leadership teams of Fortune 500 companies.

I have the skills and experience to add value to your organization and achieve employee, leadership and organizational effectiveness. I look forward to further discussing my background and candidacy.

Regards,

Signature

Paul McCartney
602-999-1000
pmccartney@earthlink.net

May 5, 2008

ABC Co.
Human Resources
P.O. Box 36644
HDQ 12HR
Dallas, Texas 75235

Human Resource Representative,

The recent ad on your web site for the Training Instructor position captured my attention. The requirements you seek are well matched to my experience.

Your Requirements	My Qualifications
• College coursework or degree.	MS, Organization Change. BA, Business Administration.
• Five years training experience in the aviation industry.	• Licensed Dispatcher with 9 years of experience with a major carrier. Additional experience in ground operations and customer service management.
• Excellent people skills; team player. Excellent written and oral communication skills.	• Strong interpersonal communication skills. Honored with distinction on graduation thesis. Strong facilitator and instructor with over 20 years of experience in learning and development environments and educational arenas.
• Demonstrate leadership skills in support of a large operational staff.	• Managed a 121 start-up operation with 6 supervisors and 100 employees that expanded to 22 supervisors and 600 employees over 2 years. Graduate, Global Leadership Program, Thunderbird, The American School of International Management.

Attached is my resume for your review. I believe the Training Instructor position will enable me to make significant contributions to your organization. I will call you next week to further discuss how I can add value to Southwest Airlines.

Sincerely,

Paul McCartney
Revised 1/14/2009

CHARLES BARKLEY
Charlesbarkely@earthlink.net
602-333-3333

March 30, 2008

Michael Jordan
VP, State of Colorado
University of Colorado
33333 Park Meadow
Denver, CO 83333

Dear Mr. Jordan,

The ad posted on your web site for an Associate Campus/Division Director position captured my attention. I am very interested in a dynamic and successful organization such as The University of Colorado and wish to be considered for the position.

With the incredible growth experienced by your organization over the past several years and the commencement of the new adult university, your need for experienced, successful management administration is paramount. I believe I have the experience to assist you in managing your growth and succeeding in a fast-paced, competitive market.

I have experience managing large-scale operations with budgets in excess of $25M and an extensive background in Management Consulting working with Fortune 100/500 organizations.

Some of my accomplishments that well match your requirements are:

- Developed marketing and sales strategies for major corporations to design 2-5 year plans to ensure organizational flexibility and viability.
- Consulted with Fortune 100 and 500 corporations to design and implement organizational strategies, goals and objectives, and performance management programs.
- Developed and implemented a strategic performance management program including a competency based broadband compensation approach, which increased individual, team and organizational effectiveness.

I would like to further discuss how I could add value to your organization. I will contact you next week to arrange a meeting.

Sincerely,

Charles Barkley

MADONNA
602-991-1000
madonna@hotmal.com

May 20, 2008

David Letterman
Human Resources
Cool Energy Company
1521 S. Raintree Drive
Tempe, AZ 85281

Dear David,

Danny Miller, Director of Human Resources at American Express suggested I contact you regarding my interest in the current opening for the Human Resources Consultant position at Cool Energy Company.

Although Cool Energy has continually set the bar for providing efficient and cost-effective water and energy for the community and has developed the most progressive programs for alternative energy sources, the current deregulated energy environment challenges even the best of the best. To ensure Cool remains competitive, having adaptable, skilled and creative employees will be necessary.

With my extensive background in human resources consulting and employee coaching and development, I can assist your employees in planning and developing satisfying and challenging careers, as well as coach employees in career management. The following are my qualifications that are well matched for this position:

Your Requirements	My Qualifications
• Master's Degree in Counseling, Education, Psychology or related field.	• MS in Organization Change. Graduate level educator and advisor.
• Minimum 5 years recent experience providing one-on-one coaching.	• Over 15 years recent experience providing one-on-one coaching and instruction in the private sector.
• Experience with assessment tools.	• Certified in multiple assessment tools and processes.
• Experience working with all levels of hourly and salaried employees.	• Experience coaching and working with employees from hourly to senior executive level employees.

Attached is my resume for your review. I believe the Consultant position will enable me to make significant contributions to your organization. I will call you next week to further discuss how I can add value to Cool Energy Company.

Sincerely,

Madonna

INTERVIEWING TOOLKIT

A job interview can seem similar in many ways to a social conversation, but it requires more than just conversational skills. How well you do in a job interview will depend on how well you can articulate your accomplishments and qualifications as they relate to what the hiring manager wants and needs.

First, you will need to have a good understanding of the different types of interviews you could encounter and how to approach each one.

Types of Interviews

Screening:
These interviews are usually conducted over the phone with an HR or search firm recruiter. They seek to verify your skills and experience related to the position and the information on your resume. Once you have passed this first test, you will be scheduled for a second interview with either a panel or the hiring manager. *Complete the Interviewing Preparation Worksheet and the Interviewing Preparation Matrix. Ensure you can articulate everything on your resume.*

Panel:
These are interviews conducted by two or more interviewers. Many times the panel is the team or group of coworkers you will be working with if you are hired, so there is a lot at stake in the panel selecting the right person. The panel is looking for skills and experience the team or departments needs going forward. They are also looking for fit, especially a cultural fit; however, they will also be looking for how the candidate approaches projects and tasks. Candidates should be clear on how their skills, experience, and accomplishments match the job requirements. C*omplete the Interviewing Preparation Worksheet and the Interviewing Preparation Matrix on the following pages.*

Behavioral Interview:
Many organizations use behavioral interviewing today. It provides the interviewer/s with how candidates have performed, acted, accomplished tasks, or handled situations in the past. Since past performance is the best predictor of future performance, the behavioral approach is the most widely used interviewing strategy. Some interviewers will create scenarios to identify how you work under pressure, such as: dealing with an irate customer, deadlines, and issues with coworkers, or difficult projects. *Candidates' accomplishments are excellent answers for most behavior questions.*

Hiring Manager:
The hiring manager is usually the decision maker, so you will want to be very prepared for the interview. The hiring manager is looking for a good match with the skills and experience that is required in the job. He/she is also looking for a good personal/cultural fit, as well as a money (salary) fit. If you are too expensive or your current or required salary too high, they may move onto someone that better fits the money.

Stamp of Approval:
Once the hiring manager has made his/her decision, they may ask you to meet with their superior for a final o.k. This is typically a brief interview; however, one the interviewee still needs to be prepared for. Prepare in the same manner you have in the previous interviews. Even though the decision may have already been made, the hiring manager's manager could squelch the deal if something does awry.

Beauty Parade or Sequential Interviews:
The candidates are paraded in front of a series of people usually all in one day. The sequence can be the chain of authority, hiring manager, or team members who have a stake in the hiring decision. The key to acing the sequential interviews is to consider each interviewer as the most important one. Prepare for each interviewer by anticipating what kinds of questions he/she might ask based on their position and occupation. Remember, you may be asked the same questions over and over again, so always answer with enthusiasm.

Interview Preparation

The key to getting an offer is to be the best candidate and the best candidates are the best prepared; therefore, the most important part of the interview is concluded before the interview even begins, preparation. Preparation is the key to success and starts well before you ever arrive at the interview session.

Before the interview:

Understand the position
It is important to know what the hiring authority is seeking in a candidate. Review the job posting for requirements and job description. Job descriptions and requirements should be a good indication of the scope and responsibilities of the position; however, there is usually much more information if you can research further. To gather additional information you can use your network to discover needs, requirements and desires not listed in the job description.

Know the agency, board or commission
It is important to show you have researched the agency or department. This emphasizes your enthusiasm for the position and shows you take initiative in gathering information. Again, you can network or talk to someone who works there or use the internet for further information regarding the business, future projects, current challenges, and history.

Know yourself
Know why you are the best candidate for the position. Brainstorm at least 5 reasons why you are a good fit, and then prepare examples that illustrate your reasons. See page 3 for instructions.

Complete the Interview Preparation Matrix
Complete the Interview Preparation Matrix. This will provide you with detailed information regarding your matching skills, experience, and associated accomplishments. See page 4 for Matrix.

Practice, Practice, Practice

The best way to ensure a successful interview is to practice. Practice the answers to commonly asked questions and behavioral interview questions. Schedule and complete a mock interview session. Practice will allow you to go into the interview session with confidence!

Interview Preparation Worksheet

List 5 reasons why you are the best candidate and give examples for each reason.

1.
2.
3.
4.
5.

Next Steps:

Recruiters and hiring managers are looking for a good **"Fit"** in a candidate. Specifically, they are looking for **"Fit"** in three areas: skills and experience fit, cultural fit, and salary or total compensation fit. So, you will need to be able to answer questions that reflect your fit for the job in these three areas. On the following page, there is an **Interviewing Preparation Matrix** that will assist you in clearly understanding your fit for a particular position and prepare for answering questions regarding each requirement for the job.

INTERVIEW PREPARATION MATRIX

Position Requirements (list all major requirements)	Matching Skills & Experience	Accomplishments

THE MOST COMMON INTERVIEW QUESTIONS

Tell Me About Yourself?
Although this seems like an innocent question with a simple answer, it is really a great opportunity for you to position yourself as the best candidate. You have been given a clean, blank canvas and can paint any picture you want. So, what picture do you paint? You want to provide an overview of your background related to the requirements of the job. This could include the industries, job functions, areas of expertise, competencies and of course accomplishments. This should be a 90 second to 2 minute answer and should be concise with key areas related to the position.

What Are Your Weaknesses?
This is the one of the most difficult questions for interviewees. You should minimize your weakness and emphasize your strengths. Focus on professional traits vs. personal qualities: "I am always working on improving my communication skills to be a more effective presenter. I recently joined Toastmasters, which I find very helpful."

You should **NOT** use a weakness that is a core competency of the position for which you are interviewing. Choose something true, something that you have made progress in improving and one that does not raise questions about your ability to perform very well in the position.

You might approach the answer like, "Early on in my career, I had difficulty with presentation skills. I took several seminars on effective presentation and communications skills, as well as joining Toastmasters and now I see it as a strength."

Why Should We Hire You?
Summarize your experiences: You should provide an overview of your experience matching the requirements of the job. You might begin with your professional title, industry experience, work functions and some of the things you were able to accomplish. You might discuss your proven track record of saving the company money, and what a difference you made in your previous positions adding, "I'm confident I would be a great addition to your team."

Why Do You Want to Work Here?
The interviewer wants to know you are interested in their agency and are not sending out resumes indiscriminately. For example, "I've selected agencies whose mission statements are in line with my values, where I know I could be excited about what the agency does, and your company is very high on my list."

What Are Your Goals?
Sometimes it's best to talk about short-term and intermediate goals since it might be difficult to discuss your distant goals. For example, "My immediate goal is to get a job in accounting where I can contribute to the goals of the organization. My long-term goal will depend on the direction and objectives of the agency; I would like to grow with them. I hope to eventually grow into a position of responsibility." Or, I would like to become successful and productive in my new position at ABC, and eventually take on additional roles and responsibilities in the area of xyz.

Why Did You Leave (Are You Leaving) Your Job?
If you are employed, focus on what you want in your next job: "After two years, I made the decision to look for a place that is team-focused, where I can add my experience." You can even give specifics about people you know in that organization that have impressed you. You may also state you are looking for an opportunity to grow or advance in a certain area or field and you believe this job would allow you that opportunity.

If you're unemployed, state your reason for leaving in a positive manner: "I managed to survive two rounds of downsizing, but the third round was a 20 percent reduction in the workforce, which included me." Or, "As you might be aware, the State of Arizona is in a serious budget crunch and many of the agencies have been asked to consolidate their operations. My agency was one of those and as a consequence, my position was eliminated. Be positive about your next position and confident you will be a valued asset to your next company.

When Were You Most Satisfied in Your Job?
The interviewer wants to know what motivates you. If you can relate an example of a job or project when you were excited, the interviewer will get an idea of your preferences. "I was very satisfied in my last job, because I worked directly with the customers and their issues; that is an important part of the job for me."

What Can You Do for Us That Other Candidates Can't?
What makes you unique? This will take an assessment of your experiences, skills and traits. Summarize concisely: "I have a unique combination of strong technical skills, and the ability to build strong customer relationships. This allows me to use my knowledge and break down information to be more user-friendly." You can add a few of your accomplishments, i.e. times when you have made a difference or solved a problem and summarize you are confident you can add value to the team.

What Are Three Positive Things Your Last Supervisor Would Say About You?
You might want to review your old performance appraisals and boss's comments. This is a great way to brag about you through someone else's words: "My supervisor has told me I am the best designer he has ever had. He knows he can rely on me, and he likes my sense of humor."

What Salary Are You Seeking?
Some job positions list a range, prepare by knowing your bottom line or walk-away point. One possible answer would be: "I am sure you pay competitively. I am willing to accept any fair and equitable offer; or is the salary negotiable?" Then you can ask the interviewer: In what range do you typically pay someone with my background?" If pressed, provide a $10-15k range based on your research of what this position pays in the marketplace. Example: Depending upon the entire package, I am looking for a salary somewhere between $40-55K.

You can research salaries on www.salary.com at no charge. If you are applying to the State, the compensation rules apply. You will need to be astute about how each agency approaches salaries.

ADDITIONAL MONEY QUESTIONS & ANSWERS EXAMPLES

There are many ways to approach each money question. The following are examples that will assist you in identifying the right approach for your situation.

How much money are you looking for/do you require? It is not how much you require, but how much you are worth and how much the position is worth. You need to understand your worth in the market and adjust according to the roles and responsibilities of the position.

1. Salary is important of course, but I am looking at the whole package. I am sure if we decide this is a win-win situation, we will be able to come to agreeable terms.
2. I am sure you pay competitive wages; I am willing to fit into your salary range. Maybe you could share with me what salary and package you have in mind for this position.
3. I am confident you will pay a competitive salary for this position. I am willing to accept any fair and equitable offer.

4. Salary is negotiable. I am not sure I know enough about the position to make a salary determination. Maybe we could discuss in more detail the roles and responsibilities of the position.

How much did you make in your last position? It is not how much you made in your last position, but what you are worth and what the position is worth.

1. XYZ company paid competitive wages as I'm sure you do. I would like to be paid according to the responsibilities of the position, so I am willing to fit into your salary range and compensation package. What salary do you have in mind?
2. Or,
3. XYZ company paid competitive wages as I'm sure you do. I will accept any fair and equitable offer.
4. This position is very different than my last position at XYZ company. I would like to be paid according to the roles and responsibilities of the position. Maybe you could share with me what salary range and package you have in mind.

I need to know what salary you are expecting. You should always be prepared to answer with a range.

1. In researching similar jobs, I found that the industry averages between ____ and _____.
2. (use $20-30k range).
3. I am talking to other people about salary ranges between ____ and ____.

BEHAVIORAL INTERVIEWING

Behavior-based interviewing is based on the idea that your *past behavior is the best predictor of you future behavior.* These types of questions are presented in phrases like "Tell me about a time when…" or "Give me a situation where you…." Interviewers want to hear about skills, functions or knowledge you have that relates to the position you are applying for. In a survey done in 1996, 64% of responding employers stated they use some form of behavioral interviewing.

When answering behavior-based questions think of situations or examples from your past experience that illustrate the skill or qualification the interviewer is asking about. Use the **STAR** technique to answer these questions.

S = State the situation
T = What was the task at hand
A = What was the action you took
R = What was the result of the situation or your action

This techniques helps to keep you focused and ensures complete information was provided.

Before the interview, identify the 3-4 main skills that are required for the position. Then identify examples from your past that illustrate you have those skills. The following are dimensions that are explored with behavioral based questions.

Oral Communication Skills:

- Tell me about the time you prepared and presented an oral program
- Give an example of a time when you had to use your verbal communication skills in order to clarify a point or resolve a situation

Written Communication Skills:

- Describe the most significant written document/report/article you have had to complete
- Tell me about your most enjoyable and least enjoyable written documents you have had to produce.

Interpersonal Skills:

- Describe a time you had to modify your behavior in order to interact effectively with someone else
- Tell me about a time you helped to motivate co-worker or subordinates.

Leadership Skills:

- Tell me about a specific role you held, what was your management style; did you modify your behavior based upon team members; what was the purpose of the team; what action was taken; and what were the results?
- Describe a time you had to influence the actions of others for a desired outcome.

Analytical/Technical:

- Give me an example of a problem you faced at work and how you resolved it.
- Tell me about a time you had to use your fact-finding skills to gain information regarding a problem. How did you analyze this problem and find a solution?
- Describe the most creative problem solving techniques you have used.

Flexibility/Adaptability:

- Tell me about the most difficult work transition you have had to make.
- Give me an example of a time you had to change to adapt in the workplace.
- How have you positively changed in the workplace to adapt to your colleagues or supervisor?

Organizational and Planning Skills:

- Give an example of when you had to plan or organize a long-term project.
- Give an example of when you have used your organizational skills to improve your department or area.

Initiative:

- Give an example of when you took the initiative to suggest improvements to a process or area. What happened?
- Tell me about a time when you went above and beyond the call of duty.

Motivation:

- Give me an example of an important goal you set for yourself and how successful you were in reaching it.
- Tell me about a challenge you have faced in the past and how you resolved it.

The most important part of interviewing is knowing who you are and what you have to offer. This means that to be successful in an interview, you must assess and identify your skills and qualifications; understand your values and personality so you can understand the environment that best suits your work style and preferences.

Secondly, know what the agency or department wants. What kind of skills do they need for the position, what is the department personality like (culture), how do the people in that department describe their own area.

SAMPLE QUESTIONS TO ASK THE INTERVIEWER

1. Why is the position open?
2. What are the roles and responsibilities of this position?
3. To whom would I report?
4. Who would I supervise? How many direct/indirect reports?
5. What are some of the objectives you would like accomplished in the next two or three months?
6. What is most pressing? What objectives or standards would I be expected to meet or exceed?
7. What are the challenges a person would face in the first 3-6 months? What are the main issues that need attention in this position?
8. What are you personally looking for in a successful candidate? What capabilities do you feel are more important?
9. Six months from now/a year from now, how will you know you have hired the right person?
10. What significant changes do you foresee in the company/agency?
11. How is one evaluated? What accounts for success?
12. What are the critical factors for success in this position?
13. Where do you see the department going in the next few years?
14. How would you describe your management style?
15. How would you describe the organizational culture?
16. What are the next steps in the process? When can I expect to hear from someone regarding my candidacy?

DURING THE INTERVIEW

- Start off like a winner. Offer your hand, and give a firm handshake, a pleasant smile and a positive confident attitude. Introduce yourself.
- Be comfortable. Take a seat facing the interviewer, however, slightly off center. Be sure you are not facing into direct sunlight or some other uncomfortable situation.
- Listen attentively. Look at the interviewer directly, but don't get into a stare down! Sit up straight. Try to relax. It is okay to take a few notes if the questions are lengthy, or you need to remind yourself of something you want to stress.
- Avoid nervous mannerisms. Pay attention to nervous mannerisms you might have such as clicking your pen, jingling change in your pocket, twisting your hair, biting your nails, moving side to side in your chair. Control these impulses! Everyone is nervous to some extent. The key is to appear calm and collected.
- Speak clearly. Use good grammar and a friendly tone. Never answer just "yes" or "no" to a question. Always clarify, expand on your answers. Be sure not to ramble on.
- Be positive and enthusiastic. You want to outshine all other candidates so "turn it on" during the interview! No matter how sterling your credentials are, you won't be hired if the interviewer isn't sold. Pump up your enthusiasm prior to the interview. Never complain about past employers, jobs, classes, etc. Everything should have a positive spin.
- Ask pertinent questions. Be prepared to ask a few questions. Do not monopolize the interviewer's time, particularly if you know they have appointments scheduled following your interview. Do ask thoughtful questions. Don't ask about salary and benefits, this can be discussed when the company is definitely interested in you!

AFTER THE INTERVIEW

- Say thanks. The next day write the interviewer a brief note or email reiterating your interest in the job. Spell his or her name correctly! *There is a sample of a Thank You letter on the next page.*
- Follow up. If you haven't heard from the interviewer within the time frame indicated at the close of the interview, call them to relay a polite reminder you're still interested in the job. Ask when they plan to make a hiring decision.
- If you aren't hired... If you continue to be interested in the agency, it pays to keep in touch with the interviewer. Often, through persistence, you may be offered a position at a later date.
- You may also want to send the hiring manager a letter after the turndown stating you know they made the best decision, but you still believe you are a great fit for the job, list some of your skills, experience and accomplishments that back up what you are saying and add: if for some reason, their candidate does not work out or they have another position that fits your background, to please give you a call.
- Chin Up. Gear up for your next interview. After all the more interviews you tackle the more polished you become. You may want to contact the interviewer who rejected you and see if you can get any pointers on what to improve before your next interview.

Sample Thank You-
YOUR NAME
Your Email & Phone Number

Date

Name
Title
Company
P.O. Box 123
City, State Zip

Dear

Just a brief note to express my thanks and tell you how much I enjoyed the time we spent discussing your need for a _____.

There is little doubt in my mind the position we discussed and the opportunity it offers would be challenging, exciting and a great fit with my extensive background in _____. The following are some of my recent accomplishments that meet your needs:

- (put your related accomplishments here vs. skills-you should have 3 or 4. If you have not written accomplishments, bullet your experience related to the major requirements of the position.
- Accomplishment
- Accomplishment
- Accomplishment

I welcome the opportunity to answer any additional questions you might have and will follow up with you later this week. I look forward to the possibility of becoming a part of your team.

Sincerely,

Your Name

Managing Your Appearance and Image

You only have one opportunity to make the best first impression. To accomplish this, be sure to keep the following suggestions in mind:

- Dress Appropriately: You will want to dress for the culture of the organization and group where you will be interviewing. When in doubt, be sure to err on the conservative side. Your clothes should be clean, pressed, well fitted, and neat. Your shoes should be shinned and ladies' purses should be clean and be a good match with the dress and shoes. Jewelry and makeup should be conservative and appropriate.
- Proper Hygiene: You should ensure you have proper hygiene and your grooming should be immaculate. Be sure to have a nice current hair cut, nails should be clean and buffed, and makeup for women should be conservative and professional.
- Good Posture: During the interview, you should sit up straight and lean a little forward to show interest. Do not slouch or lean from side to side. Fidgeting is also a no-no.
- Mannerisms: Be natural in your gestures. It is natural to use your hands from time-to-time when you are talking, but be careful not to over use them. Do not fidget with objects such as glasses, pens or pencils, or change in your pocket. Avoid appearing awkward or stiff.
- Demeanor: Communicate enthusiasm and warmth. Express your interest with energy and a positive demeanor. Avoid negative comments or topics and never vent about a previous position, company, coworker, or manager.

JOB SEARCH METHODS & STRATEGIES

There are four primary methods for finding your next position.

Published: Open Ads: You can locate open positions in newspapers, professional journals, professional association websites, company websites, and Internet job boards. The success rate for open ads is about ***10-15%*** with Internet job boards gaining in popularity. Some of the most popular Internet job boards are:
www.monster.com
www.careerbuilder.com
www.jobing.com
www.indeed.com *This one pulls from most of the other job boards.*

Placement Agencies, Search Firms & Contract Firms:
Placement agencies typically work with candidates earning below $50,000, where as search firms work with candidates earning $50,000 and above. Contacting or interim search companies work with candidates who are compensated hourly, daily, monthly, and annually and are usually referred to as temporary employment agencies. The success rate of this method is about ***10-15%.***

When working with a search firm or agency, you need to be very specific and focused on what kind of job you are seeking, and be a good match for any positions for which they are recruiting. The odds of getting a recruiter to respond after sending a resume are pretty slim; therefore, you should focus on and apply for only positions that are a 90% match.

Contracting and temporary firms are an excellent option for short-term employment. You may need to find a short-term solution until you find the right position. This option provides a great opportunity to try out a position you are interested in before you take a permanent job. Temporary or contracting jobs also turn into permanent positions if the company is pleased with your work.

Be careful with agencies and search firms. Make sure you are not contacting a marketing company. These organizations want you to pay for their assistance. YOU SHOULD NEVER PAY ANYONE TO GET YOU A JOB. Fees should be paid by the hiring company, not the candidate.

Networking: Networking is the most successful means of getting a new position. Networking means to talk with people you currently know to connect to people you do not know. You goal is to meet new people and increase your network. The success rate for networking is between ***60-75%.***

When networking you are seeking information, advice, ideas, names and referrals. You should never ask someone for a job. This tends to make people defensive, plus the job they may offer you may not be the one you want. This would not be a pleasant situation to be in since you asked for a job, hence the information and advice. You goal is to get referrals from your current network that will lead to new contacts until you make the connection with the right person, at the right time, for the right job.

Targeting: Research the agencies in your area of interest. Make a list of the top 15-20. Use your networking to gather additional information about the agency, and get referrals to people who work there. Use your networking skills to discuss opportunities, cultural fit, or problems the agency is experiencing from internal people. Many times employees are paid referral fees if they refer someone who is eventually hired, so there maybe an incentive to help you get into the organization. Although targeting in itself may not have the best success rate, when utilized with networking, it is very successful.

The key is to employ all four of the techniques for finding your next job. However, you will want to spend the majority of your time using the most successful methods.

COMMUNITY RESOURCES

COMMUNITY INFORMATION & REFERRAL (CIR)

Provides community information and referrals for almost every need. Search their website at: www.cir.org. For job search information, you can download their "Surviving Unemployment" guide at: http://www.cir.org/publications-surviving.html.

DES JOB SERVICE - ONE-STOP CENTERS

What are One-Stop Centers?

One-Stop Centers are a single point-of-entry to a network of employment, training, and educational programs and providers in the community. They help workers and job seekers access the tools they need to manage their careers through high quality information and services and help employers find skilled workers. Information about job vacancies, career options, student financial aid, relevant employment trends, and instruction on how to conduct a job search, write a resume, or interview with an employer is available to anyone in the United States.

Some of the Key Services Provided:

Job Service
Assistance for job seekers in finding jobs and employers in finding qualified workers.

Senior Community Service Employment Program
Help for people aged 55 and older to find jobs, increase incomes, and learn new skills.

Veterans' Employment & Training Services
Specialized employment and training services for qualified veterans and other eligible persons.

Employment and Training activities - Housing and Urban Development (HUD)
Employment opportunities and necessary training and supportive service provided through several HUD-funded programs.

Unemployment Insurance
Benefits that are paid timely to individuals who are involuntarily unemployed.

For additional information on these and other services you can visit the DES One-Stop web site at https://www.azdes.gov/esa/onestop.asp, the DES Employment Services web site at https://www.azdes.gov/esa/jobs/jsinfo.asp or in person at the locations listed below. The web sites also include Electronic Access locations.

APACHE COUNTY

Comprehensive One-Stop Center

Apache County Workforce Partnership 74 N. Main Street, Suite 5-7, Eagar, AZ 85925 Phone: 928-333-4454

COCHISE COUNTY

Operated by Cochise County Workforce Development
http://www.cpic-cas.org

Comprehensive One-Stop Centers

Cochise County Workforce Development Douglas One-Stop 1706 East 10th Street, Douglas, AZ 85607 Phone: 520-364-8906

Cochise County Workforce Development Sierra Vista One-Stop 1843 Paseo San Luis, Sierra Vista, AZ 85635 Phone: 520-458-9309 Fax: (520) 417-9910

Affiliate Sites

Arizona Department of Economic Security
277 West 4th Street, Benson, AZ 85602 Phone: 520-586-2513
1140 F Avenue, Douglas, AZ 85607 Phone: 520-364-4446
2981 East Tacoma, Sierra Vista, AZ 85635 Phone: 520-459-3206

COCONINO COUNTY

Operated by Coconino Workforce Connection
http://co.coconino.az.gov/careercenter

Comprehensive One-Stop Center

Arizona Department of Economic Security 397 Malpais Lane, #9, Flagstaff, AZ 86001 Phone: (928) 779-4557

Affiliate Sites

Arizona Department of Economic Security 337 North Navajo, PO Box 4269, Page, AZ 86040 Phone: (928) 645-5201

Goodwill of Central Arizona 2225 North Steves Boulevard, Flagstaff, AZ 86004 Phone: (928) 526-9188

GILA COUNTY

http://www.gilacountyaz.gov

Comprehensive One-Stop Center

Gila County Division of Health and Community Services 5515 South Apache Avenue, Globe, AZ 85501 Phone: (928) 425-7631

Affiliate Sites

Arizona Department of Economic Security
605 South 7th Street, Globe, AZ 85501 Phone: (928) 425-3101
112 East Highway 260, Payson, AZ 85541 Phone: (928) 472-9339

Central Arizona Association of Governments (CAAG) Gila Community College
1720 East Ash Street, PO Box 912, Globe, AZ 85501 Phone: (928) 425-3181 Fax: (928) 425-6450

GRAHAM COUNTY

Operated by Graham County Employment & Training

Comprehensive One-Stop Center

WIA Title I Service Center 826 West Main Street, Safford, AZ 85546 Phone: (928) 428-7386 Fax: (928) 428-8074

Affiliate Site

Arizona Department of Economic Security 1938 West Thatcher Boulevard, Safford, AZ 85546 Phone: (928) 428-2911

GREENLEE COUNTY

Operated by Greenlee Career Center
http://www.aznex.net/~clifton_os

Comprehensive One-Stop Center

Greenlee One-Stop Resource Center Highway 191 & Ward Canyon Road, PO Box 1537, Clifton, AZ 85533 Phone: (928) 865-4151 Fax: (928) 865-3566

LA PAZ COUNTY

www.co.la.paz.az.us/career.html

Comprehensive One-Stop Center

La Paz Career Center 113 Kofa Avenue, Parker, AZ 85344 Phone: (928) 669-9812 Fax: (928) 669-6326

Affiliate Site

Arizona Department of Economic Security 1032 Hope Avenue, Parker, AZ 85344 Phone: (9280 669-6755

MARICOPA COUNTY

The City of Phoenix or Maricopa County operates one-Stop Career Center Service locations in Maricopa County.
Maricopa Workforce Connection
http://www.hsd.maricopa.gov/mwc

Comprehensive One-Stop Centers

Phoenix Workforce Connection North 9801 N 7th Street Phoenix, AZ 85020 Phone: (602) 861-0208

Phoenix Workforce Connection West 3406 N 51st Avenue Phoenix, AZ 85031 Phone: (623) 247-3304

Gilbert Career Center 735 North Gilbert Road, Suite 134, Gilbert, AZ 85234-6066 Phone: (480) 497-0350

West Valley Career Center 1840 North 95th Avenue, Suite 160, Phoenix, AZ 85037 Phone: (602) 372-4200

Arizona Department of Economic Security 163 North Dobson Road, Mesa, AZ 85201-6066 Phone: (480) 962-7678

Affiliate Sites

Vista Del Camino Center 7700 E Roosevelt Scottsdale, AZ 85257 Phone: (480) 312-2323

Phoenix Workforce Connection South 4732 S Central Avenue Phoenix, AZ 85040 Phone: (602) 534-4732

Phoenix Workforce Connection - Arizona Opportunities Industrialization Center 39 E Jackson Phoenix, AZ 85004 Phone: (602) 254-5081

Phoenix Workforce Connection - Arizona Women's Education & Employment 3336 North 32nd Street, Phoenix, AZ 85018 Phone: (602) 955-4227

Phoenix Workforce Connection - Chicanos Por La Causa 2916 N 35th Avenue, Suite 5 Phoenix, AZ 85017 Phone: (602) 269-6485

Phoenix Workforce Connection - Friendly House 802 S 1st Avenue Phoenix, AZ 85003 Phone: (602) 257-1870 x243

Phoenix Workforce Connection - Goodwill of Central Arizona Main Campus 417 North 16th Street, Phoenix, AZ 85016 Phone: (602) 416-6174

Phoenix Workforce Connection - Goodwill of Central Arizona Greenway Career Center 3202 East Greenway Road, Phoenix, AZ 85032 Phone: (602) 482-0676
Phoenix Workforce Connection - Goodwill of Central Arizona Northern Career Center 3548 West Northern Avenue, Phoenix, AZ 85021 Phone: (602) 335-1531

MOHAVE COUNTY

www.co.mohave.az.us/webservices/cedd/wdd/onwstop/default.aspx

Comprehensive One-Stop Center

Mohave County Community and Economic Development Department 700 West Beale Street, Kingman, AZ 86401 Phone: (928) 753-0723 Fax: (928) 753-0726 TDD: (928) 753-0726

Affiliate Sites

Mohave County Community and Economic Development Department
1355 Ramar Road, Suite 9, Bullhead, AZ 86442 Phone: (928) 758-0702
2001 College Drive, Suite 122, Lake Havasu, AZ 86403 Phone: (928) 453-0710

Arizona Department of Economic Security
232 London Bridge Road, Lake Havasu, AZ 86403 Phone: (928) 680-6005
2601 Highway 95, Bullhead, AZ 86442 Phone: (928) 763-4154
301 Pine Street, Kingman, AZ 86401 Phone: (928) 753-4333

NAVAJO COUNTY

Comprehensive One-Stop Centers

Arizona Department of Economic Security
2500 East Cooley, Suite 410, Show Low, AZ 85901 Phone: (928) 532-4313 Fax: (928) 532-4367
319 East Third Street, 335C, Winslow, AZ 86047 Phone: (928) 289-4644 x101 & x103

PIMA COUNTY

Comprehensive One-Stop Centers

One-Stop Career Center Tortolita Building 340 North Commerce Park Loop Tucson, AZ 85745 Phone: (520) 798-0500 Fax: (520) 798-0599

Kino Service Center 2797 East Ajo Way Tucson, AZ 85713 Phone: (520) 243-6700 Fax: (520) 243-6799

Affiliate Sites

One-Stop Career Center Satellite 316 West Ft. Lowell Tucson, AZ 85705 Phone: (520) 293-1919

Jackson Employment Center 300 East 26th Street Tucson, AZ 85713 Phone: (520) 882-5500

SANTA CRUZ COUNTY

www.santacruzconnect.org

Comprehensive One-Stop Center

Santa Cruz County One-Stop Center 610 North Morley Avenue, Nogales, AZ 85621 Phone: (520) 375-7670 Fax: (520) 281-1166

Affiliate Site

Arizona Department of Economic Security 480 North Grand Avenue, Nogales, AZ 85621 Phone: (520) 287-4635

YAVAPAI COUNTY

Comprehensive One-Stop Centers

Yavapai Workforce Connection East County 1500 East Cherry Street, Suite F, Cottonwood, AZ 86326 Phone: (928) 634-3337

Yavapai Workforce Connection West County 221 North Marina, Suite 201, Prescott, AZ 86301 **OR** PO Box 2451, Prescott, AZ 86302 Phone: (928) 778-1422 Fax: (928) 778-1756

YUMA COUNTY

http://www.ypic.com/crc.htm

Comprehensive One-Stop Center

Career Resource Center 3826 West 16th Street, Yuma, AZ 85364 Phone: (928) 329-0990 Fax: (928) 783-1825

Affiliate Sites

Somerton Career Center 201 Bingham Avenue, #19, Somerton, AZ 85350 Phone: (928) 627-0487

Arizona Department of Economic Security, Employment Administration, San Luis Office 1950 East Juan Sanchez Boulevard, Suite J, San Luis, AZ 85349 Phone: (928) 627-9439

Arizona Department of Economic Security 201 South 3rd Avenue, Yuma, AZ 85364 Phone: (928) 783-1221

NINETEEN TRIBAL NATIONS ONE-STOPS

http://www.antn1stop.org

Comprehensive One-Stop Center

Gila River Indian Community PO Box 97, 208 Skill Center Road, Sacaton, AZ 85247 Phone: (480) 963-0902 Fax: (520) 562-3590

One-Stop System Contacts

Cocopah Indian Tribe PO Box 1980, 1450 South Avenue I, Somerton, AZ 85350 Phone: (928) 627-8026 Fax: (928) 627-2510

Colorado River Indian Tribes Route 2, Box 23-B, 26600 Mohave Road, Parker, AZ 85344 Phone: (928) 669-8555 Fax: (928) 669-6085

Hopi Tribe PO Box 123, Main Street off Highway 264, Kykotsmovi, AZ 86039 Phone: (928) 734-3501 Fax: (928) 734-3509

Hualapai Tribe PO Box 179, 460 Hualapai Drive, Peach Springs, AZ 86434 Phone: (928) 769-2200 Fax: (928) 769-2250

Fort Mohave Indian Tribe PO Box 5896, 1599 Plantation Road, Mohave Valley, AZ 86446 Phone: (928) 346-1787 Fax: (928) 346-1123

Pascua Yaqui Tribe 7474 South Camino de Oeste, Tucson, AZ 85746 Phone: (520) 879-5843 Fax: (520) 879-5850

Quechan Indian Tribe PO Box 1899, 604 Picacho Road, Yuma, AZ 85366 Phone: (760) 572-2314 Fax: (760) 572-2735

Salt River Pima-Maricopa Indian Salt River Career Center 10005 East Osborn, Scottsdale, AZ 85256 Phone: (480) 850-4133 Fax: (480) 850-4139

San Carlos Apache Tribe PO Box 0, San Carlos Avenue, San Carlos, AZ 85550 Phone: (928) 475-2305 Fax: (928) 475-2707

Tohono O'Odham Nation SR 86 & Indian Route 19 (Main business loop near Fire Dept) PO Box 837, Sells, AZ 85634 Phone: (520) 383-4251 Fax: (520) 383-2533

White Mountain Apache Tribe PO Box 520, 100 East Walnut Street, Whiteriver, AZ 85941 Phone: (928) 338-4818 Fax: (928) 338-4177

Yavapai Apache Nation 2400 West Datsi (mail address), 3462 Smith Avenue, Camp Verde, AZ 86322 Phone: (928) 567-0594 x27 Fax: (928) 567-2854

For more information on other statewide locations please visit https://www.azdes.gov/esa/onestop.asp or contact:

Arizona Department of Economic Security
Workforce Development Administration
PO Box 6123, Site Code 920Z
Phoenix, AZ 85005
(602) 542-3957
Fax: (602) 542-2491
Email: onestop@azdes.gov

External Job Boards

The following are free listings of job openings throughout the state and country. In addition to providing information on job openings with private industry, state and federal government, most of the employment pages allow you to create and post your resume on-line. Similar to the State of Arizona Human Resource database, once your resume is on file, employers can search these databases for qualified candidates. Instructions for posting your resume on the different pages vary; please follow the instructions established by the provider.

1. www.azcentral.com - The Arizona Republic - Classified Jobs
2. www.monster.com - Worldwide job board catering to all job types
3. www.techies.com - Worldwide job board specializing in Information Technology jobs
4. www.hotjobs.com - Worldwide job board catering to all job types
5. www.ajb.org/az/ - Specializing in jobs locally and nationally
6. www.jobing.com - Specializing in jobs nationwide
7. www.careerbuilder.com – Search for jobs nationwide (affiliated with The Arizona Republic)