

DEACON RECRUITING

Candidate Resource Manual

Become a **Stronger Candidate**





TABLE OF CONTENTS

<u>Appendix</u>	2
<u>Resume Writing</u>	3-6
CHRONOLOGICAL RESUME	3
FUNCTIONAL RESUME	5
<u>Interviewing</u>	7-15
BEHAVIORAL STYLE INTERVIEWING.....	7
ANSWERING TOUGH QUESTIONS.....	10
45 QUESTIONS TO ASK.....	13
<u>Marketing Yourself</u>	16-23
PREPARING YOUR ELEVATOR SPEECH.....	16
WHAT MAKES A TOP CANDIDATE.....	17
AFTER THE INTERVIEW – THANK YOU LETTERS	18
Example 1.....	19
Example 2.....	20
Example 3.....	21
Example 4.....	22
WHERE TO MARKET YOURSELF.....	23
<u>Resignation Letter Templates</u>	24-26
Example 1.....	24
Example 2.....	25
Example 3.....	26



Resume Writing

CHRONOLOGICAL RESUME EXAMPLE

Summary of key qualifications

- Texas C. P. A. & C. I. A. with over 17 years U.S. and international business experience.
- Internal reporting manager for accounts payable and employee expenses
- Solid waste experience in a variety of roles:
 - International Assistant Controller
 - Senior Internal Auditor
 - Training Specialist
 - SAP Senior Business Analyst
- Auditor for the Department of the Interior, Minerals Management Service.
- Proven ability to meet deadlines
- Extensive use of MS EXCEL, WORD, and POWERPOINT.

Professional Experience

XYZ Company, Europe

World class accounts payable and payroll business processing outsourced solution provider.

Reporting Manager:

May 1999 to December 2003

Reading (London), England

- Responsibilities included business process outsourcing of accounts payable and employee expenses of Compaq Computers UK Limited (now H.P.) and Enron Europe Limited with average combined annual invoice volumes 325,500 and expense report volumes of 120,000
- Assisted in reducing the Compaq's outstanding A/P items exceeding payment terms of greater than 30 days from an average of 33% to 3%.
- Provided performance and ad hoc reporting to support service level agreement goals as well as reviewed all reports for accuracy and consistency before release to website. This included prioritizing reports to meet deadlines established for business reviews and management meetings.

Browning Ferris Industries, Inc.

B.F.I. (now Allied Waste) was a Fortune 500 company, which operated in over 45 U.S. states and several international locations with annual revenues over \$5 billion.

Senior Business Systems Analyst (Corporate):

February 1998 to April 1999

Houston, Texas

- Provided first-line functional support for SAP modules - Accounts Payable, Materials Management, Workflow and Expense Reporting (HR) and backup for SAP G/L and F/A.
- Worked with business and SAP functional and technical teams related to procurement processes and expense reporting in analysis, development, functional integration testing, reporting and/or interfaces to SAP upgrades, and implementation to support business process requirements.



- Provided system error resolution through either the development of a new process or design to improve the stability of the module; this included researching OSS notes.
- Acted as direct liaison with business, vendors, business process outsourcing company, SAP teams and IT organization to ensure system requirements, deadlines and priorities were clear and attained.

International Assistant Controller (B.F.I. International, Inc.):

January 1994 to January 1998

Barcelona, Spain

- Developed a coordinated project plan for the design and implementation of an in-house operational and accounting system across multiple companies. Responsibilities included system documentation, training, system support and identification of problems and enhancements.
- Supported internal sites and implemented change (pivotal leader for the accounting department).
- Performed month-end analysis, coordinated validation of monthly income forecast, and analyzed the balance sheet integrity across multiple companies, which in total generated revenues of \$45 million dollars annually.
- Reduced the ageing of receivables from 210 days to 120 days (Spain average is 180 days.).
- Established and improved budgeting techniques for the combined companies through detailed revenue forecasting and cost analysis.
- Spanish translator for the American Country Controller based in Madrid.

Senior Internal Auditor II (Corporate):

May 1993 to December 1993

Houston, Texas

- In-charge responsibilities. Duties included conducting operational and financial reviews, both domestically and internationally, of solid waste collection and disposal facilities, which in aggregate generated revenue of \$4 billion dollars annually.
- Developed the in-house Audit Tracking and Planning database.

Training Specialist (Corporate):

July 1991 to May 1993

Houston, Texas

- Provided both on-site and in-house training for group sizes ranging from one to 30 and session lengths from one day to a week.

Internal Auditor (Corporate):

February 1989 to July 1991

Houston, Texas

- Given in-charge responsibilities since July 1990.
- Performed both operational and financial audits in U.S. and international locations.

Education

The University of Texas at Austin

- B.B.A. in Accounting - May 1986
- B.B.A. in Data Processing and Analysis – August 1986

SAP Courses: Financial Management Accounting and Reporting (AC010), A/P (AC226), Invoice Verification (LO515), Configuration and Organization Financial Accounting (AC250), Configuration of Taxes on Sales and Purchases (CA950), and Taxware International Sales/Use Tax (WC610).

FUNCTIONAL RESUME EXAMPLE

SUMMARY:

Healthcare executive with 15 years' experience on both the provider and payer side of the healthcare equation. In-depth knowledge of revenue cycle management, operations, contracting, finance, and project management.

Skills & Accomplishments

Revenue Cycle

- Reorganized the revenue cycle of an academic practice plan from a decentralized departmental model to centralized functional model.
- Reduced staff by 37 FTE to date; more cuts to be made. Significantly reduced overtime to further reduce expense. Reductions accomplished without decline in revenue cycle performance: gross charge and net collections increases of 4.5% and 2.5%, respectively, over previous year.
- Implemented staff productivity/performance standards to increase efficiency and accountability.
- Outsourced patient collections and customer service.
- In conjunction with Compliance and Information Systems, initiated major organizational coding and charge capture restructuring designed to reduce expense, improve charge lag, and ensure full charge reconciliation.
- While concurrently implementing the Epic practice management system, played a key roll in re-engineering the revenue cycle for a 1,300 provider organization with annual revenues of \$400+ million. Notable results include:
 - Days Revenue Outstanding, calculated from date of post, decreased from 53 in June 2002 to 31 in June 2006.
 - Percent of accounts over 90 days decreased from 32% in June 2002 to 10% in June 2006.
 - Charge volume increased 13%, 14%, 9%, and 7% respectively in fiscal years 03, 04, 05, and 06. Cash collections increased 8%, 14%, 9%, and 7% respectively in fiscal years 03, 04, 05, and 06.
 - At \$3.42/claim and 0.44 billing staff/\$1 million in collections, lowest cost to collect of all academic medical centers as measured by the University Health Care Consortium.
- Centralized registration and initiated a pre-registration process.
- Decreased average weekly provider enrollment/credentialing edits from \$1.6 million per week in 2002 to less than \$40,000 per week in 2006 by implementing new processes and electronic tools.

Practice Operations/Management

- Facilitated the merger of 2 practices to create a single clinical practice division consisting of 5-sites, 200 employees, 40 FTE primary and specialty care physicians, 7 FTE mid-level providers, and over 20 part-time specialists. Managed the financial and operational performance of this Division for a period of 9 months while a permanent administrator was recruited.
- Participated in the creation of a joint venture arrangement with a strategically important 12-physician family practice group while serving as administrator on-loan.
- Participated in the development and delivery of 2 practice management product lines: Open Access and Physician Leadership.

Managed Care Contracting

- Revised the language and format of hospital, physician, chiropractic, durable medical equipment, home health, pharmacy, and skilled nursing facility provider contracts.



- Played an instrumental role in the development and execution of risk contracts with hospital, skilled nursing, and chiropractic providers.
- As part of an initiative to replace a vendor administered point-of-service plan with an internally administered one, successfully negotiated, within a period of 5 months, direct contracts with 6 major health systems and a number of smaller provider groups.

Finance

- Engineered the financial turnaround of a primary care practice network and, once complete, successfully managed all financial functions, including: budgeting, financial reporting and analysis, physician billing, physician compensation/productivity reporting, and managed care contracting.
- Managed the financial turnaround of an Alcohol and Other Drug Abuse (AODA) program, taking it from an annualized loss of \$11,000 to a profit of \$78,000.
- Led efforts to reformat the income statement, chart of accounts, accounts receivable and physician productivity and compensation reports for the medical group division of a large health care organization.

Project Management

- Co-led the planning and development of the HIPAA compliance initiative for a major Texas payer.
- During an 8 month period, served as project lead for 3 major organizational initiatives. Each was successfully completed on-time and without system or workflow disruption. Projects and results were:
 - Converted approximately 600,000 accounts from family to individual billing through the development of a system utility and other internal programming.
 - Completely revised the Epic insurance (aka, payer/plan) master file in an effort to streamline registration and facilitate a one-to-one cross map with hospital partner's billing system (Siemens).
 - Obtained NPIs for 1,300 providers. Received and accepted requests to speak at regional and national conferences and be interviewed for national healthcare publications regarding NPI enumeration strategies based on the success of organization's enumeration experience.

PROFESSIONAL EXPERIENCE:

ABC Company, San Antonio, Texas

2008 – Present

Chief Revenue Officer

XYZ Health – Houston, Texas

2002 – 2008, 1992 – 1995

Chief Revenue Officer

Director of Patient Business Services,

Recruited back for this position in June 2002

Director of Financial Services, UCC

Promoted to this position in 1994

Director of Corporate Administration, UHC

Promoted to this position in 1993

Corporate Development Specialist, UHC

Promoted to this position in 1992

EDUCATION:

Masters of Business Administration - Finance, University of Texas

Bachelor of Arts - Political Science and Economics, University of Texas



Interviewing

BEHAVIORAL STYLE INTERVIEWING

What is Behavioral Interviewing?

This approach to interviewing focuses on examples of how the candidate has applied his or her skills. Behavior-based interviewing is built on the premise that past behavior predicts future behavior. To be successful using a behavior-based approach, you must have analyzed your experiences and know how to relate them to the current position the company is seeking to fill. Use the P.A.R. approach to answer questions.

The P.A.R. answer states a Problem you were given, describes the Action you took, and explains the Results of that action.

Here is a sample P.A.R. answer to the question, "Describe a problem or challenge you've encountered; how did you deal with it?"

Problem

Advertising revenue was falling off for the student paper and large numbers of long-term advertisers were not renewing contracts.

Action

I designed a new promotional packet to go with the rate sheet and compared the benefits of the paper's circulation with other ad media in the area. I also set up a special training session for the account executives with a professor who discussed competitive selling strategies.

Result

We signed contracts with 15 former advertisers for daily ads and 5 for special supplements. We increased our new advertisers by 20 percent over the same period last year.

Behavioral Interviewing - Critical Points

- Employers predetermine which attributes, skills, and behavior are necessary for the job for which they are looking and then ask very pointed questions to determine if the candidate possesses those skills.
- Interview preparation should include identifying examples of situations where one has demonstrated the behaviors a given company seeks.
- During the interview, candidate responses need to be specific and detailed.
 - Example: Tell about a particular situation that relates to the question, not a **general** one. Briefly tell them about the situation, what you did specifically, and the positive result or outcome.
- For optimal success, candidate interview answers must contain **three** key steps
 - Problem
 - Activity
 - Result
- Before the interview process, one should identify two or three top selling points and determine how they will convey these points during the interview.



- Typically, the interviewer will pick apart the story to try to get at the specific behavior(s) they seek. They refer to this as "digging a well." The interviewer will sometimes ask you open ended questions to allow you to choose which examples you wish to use. When a part of your story relates to a skill or experience the interviewer wishes to explore further, he/she will then ask you very specific follow-up questions regarding your behavior. These can include "What were you thinking at that point?" or "Tell me more about your meeting with that person." or "Lead me through your decision process."
- Quantify your results, when possible. Numbers illustrate your level of authority and responsibility. For example: "I was a shift supervisor." could be "As Shift Supervisor, I trained and evaluated four employees."
- Be prepared to provide examples of when results didn't turn out as you planned. What did you do then? This question is usually intended to determine if one is adaptable or successfully handles conflict resolution.
- Use examples from "recent" past internships, classes, activities, team involvements, community service and work experience.
- In addition, using examples such as running a marathon, exhibiting paintings in an art show, climbing all the Adirondack High Peaks, designing a web site, biking across the country, etc.

Sample Behavioral Questions

1. Provide an example of a recent accomplishment.

Problem: During my Public Relations internship, I noticed that attendance at community events had dropped by 30% over the past 3 years.

Action: I designed a new promotional packet to go out to the local community businesses. I also included a rating sheet to collect feedback on our events and organized internal round table discussions to raise awareness of the issue with our employees.

Result: We utilized some of the wonderful ideas we received from the community, made our internal systems more efficient and visible and raised attendance by 18% the first year.

2. Provide an example of a complex project you completed

Problem: I had a client who called the day before his tax return was due to the IRS. He wanted to know if he could deduct his wife's cosmetic surgery as a Schedule C business expense. Because of his high net income, medical deductions were not deductible.

Action: First, I asked many questions and gathered the relative facts. For example, his wife was a model and her cosmetic surgery was completed to improve her business image and gain further engagements. After extensive research within the Federal Tax regulations, I outlined several scenarios.

Result: My client deducted the expenses as a medical expense, which was an aggressive approach. I wrote a very detailed, technical memorandum regarding the facts and tax research and concluded that if the IRS audited him, his deduction more likely than not, would be denied.

Job seekers: You can survive the behavioral interview

When asked a traditional question like, “What would you do if you had a customer who wasn’t interested in buying the product?,” you can make up a story. But when you’re asked behavioral questions, the interviewer is listening for specific examples of how you have handled situations or problems in the past.

When presented with interview questions beginning with phrases like “tell me about a time when” or “give me an example of” the interviewer wants to hear your real-life examples. When interviewers ask such behavioral interview questions, they are listening for examples of how you handled situations similar to the ones you may handle for this company.

This is your chance to talk about your accomplishments. If you can demonstrate through examples (preferably recent ones) that you’ve succeeded in certain areas of interest, you’ll likely be considered a strong candidate for the position. After all, if you did it somewhere else yesterday, you can do it for this company tomorrow.

Your success stories should include the situation, the action you took and the result. Here is an example if you were interviewing for a sales position:

- **The Situation:** I had a customer who did not want to hear about the features of my merchandise because of a prior interaction with my company
- **The Action:** I listened to her story and made sure I heard her complaint. I then explained how I would have handled the situation differently and how I can offer her better service. I showed her some facts that changed her mind about dealing with the company again.
- **The Result:** She not only bought the merchandise, but also complimented how I handled her account. She is now one of my best customers.

One way to prepare for behavioral interview questions is by writing out your stories before the interview. Determine what stories you would have that would be appropriate for the positions based on its job description. If the job requires dependability, write your story about a time when your dependability was recognized or made a difference with a customer.

You can use the stories you prepare even when the interviewer does not ask behavioral questions. If you are asked a traditional question, use your prepared story and preface it with, “I can give you an example of a time when I used that skill on a previous job.”

By preparing for the interview ahead of time and recalling your past successes, you will be able to have examples in mind and will not be caught off guard. There is no way you can predict what the interviewer is going to ask you but you can prepare what you want him to know about your past as a predictor of your future performance.

ANSWERING TOUGH QUESTIONS

Tip: Be honest, be positive

Tell Me About Yourself. Describe your personality.

Provide highlights and do not discuss personal things (marriage, age, children, death, etc.). Be specific when discussing work experience. Assume the interviewer does not know anything about your current or former employers. Provide an overview of the company (revenues, size, locations, number of employees, etc.). Be specific and articulate when describing your duties.

What are your strengths?

Think about your Technical Skills (accounting, financial reporting, financial analysis, etc.), your People Skills (ability to get along well with co-workers, clients and motivate staff), and explain things such as being Career Motivated, Team Player, Goal Oriented, and Extra Effort.

What are three specific accomplishments for which you are proud?

Be prepared for this question. Be able to quickly describe a detailed accomplishment with measurable results. Use related business accomplishments.

What Are Your Weaknesses?

This is the most dreaded question of all. Handle it emphasizing your strengths. Stay away from personal qualities and concentrate on professional traits. Consider specific “self-improvement” courses that would benefit you by completing (such as, Toastmasters, further education, etc). State a professional weakness that is not a reflection on you, but rather reflects a lack of exposure to a certain area. For example, “I am not real strong with preparing complex financial reports since my job duties have centered mainly on the daily general ledger accounting and closing cycle, although I have assisted with the financials from time to time.”

Why Do You Want to Work Here?

Thoroughly research the company, mission and vision. Know their culture and why your profile fits their profile and culture. You should have narrowed your search and decided this is one of companies that you highly regard.

What Are Your Goals?

Usually, discussing short-term goals that are relative to the position is the best to describe. Be prepared to discuss long-term goals if asked.

What are your long-term goals?

A position that would continue to challenge my current skills in financial modeling and ratio analysis where I can continue to increase in responsibility, have an opportunity for advancement, and work in



a team oriented environment that would allow me to contribute to the goals and growth of the company.

Where do you want to be in 3 to 5 years?

After I become comfortable and proficient in the position of _____, I would like to take on added responsibilities and move more into a role where I have more of a voice in management decisions.

Why Did You Leave (Or Why Are You Leaving) Your Job?

If unemployed, focus on the positive. Example: "The economy decline affected my employer and they were forced to eliminate my position, but for that, I would still be there and happy. I loved the people and the company treated me very well." If you are employed, focus on what is important to you and necessary to make a transition. Be prepared to discuss your top motivations to make a move.

What is wrong with your present employer?

I really do not feel there is anything wrong with the firm. I have enjoyed working there and think they have some good people in management. It is a good company but I am ready to handle additional responsibilities now and the opportunities do not exist in my present position.

When Were You Most Satisfied in Your Job?

Discuss your attributes. Explain examples that set you apart from your peers. What do you love to do? Usually, people are great at what they love to do.

What has been your favorite/least favorite position and why?

What Can You Do for Us That Other Candidates Can't?

What makes you different? This will take an evaluation of your experiences, skills and traits. Review recent evaluations from your peers and supervisors. Quote examples from reviews or performance appraisals. This can be powerful because it is what others say, not just your personal evaluation. If you do not have recent review or evaluations, ask others before the interview.

Why Should We Hire You?

Provide specific examples of attributes that you have that would bring value to the position.

How would someone you didn't have a good rapport with describe you (as a manager...etc,)?

What Are Three Positive Things Your Last Boss Would Say About You?

Take a written reference from your former boss or recent performance review. This is a great way to reflect your preparation and honesty.



What Salary Are You Seeking?

Typically, the best answer is to state you feel, based on what you know, your salary is within stated range. Be very positive that you feel certain as you move forward in the process, that you can agree on a fair and reasonable compensation structure. If asked what your current salary – be honest.

What if asked my salary expectation?

Let them know salary is a factor but not your main objective. Tell them that if they're interested you'll certainly consider their strongest offer. Try not to be pinned down to a salary figure because.

What if pushed for a salary figure?

Just say, "Since this is the company and position that I've been waiting/looking for, I don't want salary to come between me and an offer. I'll consider a competitive offer."

If You Were an Animal, Which One Would You Want to Be?

Usually, the intent of this question is twofold. One, are you quick on your feet with an answer, and two, the type of animal you choose can depict your personality style (teddy bear - you will make a soft, passive impression" or "jaguar - you will be seen as aggressive." Be honest and aware of what type of personality is best for the position.

What was the last book you read? Movie you saw?

These types of questions don't have a right or wrong answer, but do give an interviewer some insight into your personality.

45 QUESTIONS TO ASK

1. What rewards have you found effective in recognizing and rewarding exceptional work?
2. Are there formal metrics in place for measuring and rewarding performance over time?
3. How effectively has the company communicated its top three business goals?
4. I am a hard worker, and like to be around hard-working people. Am I going to be comfortable with the level of effort I find here?
5. Is the company's training strategy linked to the company's core business objectives?
6. How does your firm handle recognition for a job well done?
7. When was the last time you rewarded a subordinate for his or her efforts? What token of appreciation did you offer?
8. How does the firm recognize and learn from a brave attempt that didn't turn out quite as expected?
9. If I were a spectacular success in this position after six months, what would I have accomplished?
10. How much freedom would I have in determining my objectives and deadlines?
11. How long has this position existed in the organization? Has its scope changed recently?
12. Do you foresee this job involving significant amounts of overtime or work on weekends?
13. What are the greatest challenges I will face in this position in furthering the agenda of the organization?
14. Are my tasks limited to my job description, or will I be performing duties outside the described job scope?
15. What's the gross profit margin of the division I will be working in or the firm?
16. What percentage of the total profit from the company does it generate? Is it increasing or decreasing?
17. What's your company's "killer feature"? What percentage of the market share does it have? Will I be working on it?
18. Can you give me some examples of the best and worst aspects of the company's culture?
19. What makes this company a great place to work? What outside evidence (rankings or awards) do you have to prove this is a great place to work? What is the company going to do in the next year to make it better?
20. What would I see if I stood outside the front door at five o'clock? Would people be smiling? Staying late or leaving early? Would everyone be taking work home?



21. Lots of your competitors have great products and people programs. What is the deciding factor that makes this opportunity superior? Are you able to say any things that you will do to make this a great experience for me if I accept the position?
22. Can you show me that the company has a diverse workforce and that it is tolerant of individual differences? Does it have affinity groups or similar programs that I might find beneficial? Is there a dress code?
23. Can you give me an example of any “outrageous conduct” this firm tolerates the competitors would not?
24. Does your company offer any “wow!” benefits? Does it pay for advanced degrees? Does it offer paid sabbaticals? On-site child care?
25. Relocation packages? Mentor programs? How are these superior to those of your competitors? What about job sharing? Flex-time arrangements? Telecommuting? Workout facilities?
26. When top performers leave the company, why do they leave and where do they usually go?
27. When was the last significant layoff? What criteria were used to select those to stay?
28. Does the company have a program to significantly reward individuals who develop patents/great products? Is there a program to help individuals “start” their own firms or subsidiary? Will I be required to fill out non-compete agreements?
29. How many days will it take for you (and the company) to make a hiring decision for this position?
30. Who are the “best” people on my team? What makes them the best? Can I meet them? Who is the best and worst performer on the team, and what was the difference in their total compensation last year? Sell me on this team and the individuals on it that I get to work with. What makes my closest coworkers fun great people to work with?
31. What is your “learning plan” for me for my first six months? What competencies do you propose I will develop that I don’t currently have?
32. Which individual in the department can I learn the most from? What can he or she teach me? Can I meet that person? Does the company have a specific program to advance my career?
33. Could I miss a day without your advance permission? What percentage of the people in this position telecommute? Has anyone in the group been allowed to take a month off (unpaid) to fulfill a personal interest?
34. Give me some examples of the decisions I could make in this job without any approvals. Can you show me the degree of autonomy and control I have in this position?
35. How many hours a week do you expect the average person on your team to work? How many hours does the average person in fact work? Are there work-life programs in place to promote a healthy work-life balance?
36. How will my performance be evaluated? What are the top criteria you use? What percentage of my compensation is based on my performance? Is there a process where the employees get to



assess their supervisor? What are the steps you would take to help me improve? How do you discipline team members?

37. What is the first assignment you intend to give me? Where does that assignment rank on the departmental priorities? What makes this assignment a great opportunity?

38. How many hours of your time can I expect to get each week for the first six months on the job? How often will we have scheduled meetings?

39. If I were frustrated about my job, what specific steps would you take to help me overcome that frustration? How about if you were frustrated with me? Can you show me examples of what you have done for others in your group in the past year to overcome any frustration?

40. What are the “wows!” of this job? What are the worst parts? And what will you do to maximize the former and minimize the latter? If I asked the incumbent what stinks about the job, what would he or she say? Can I talk to him or her?

41. What will make my physical work environment a fun and stimulating place to spend time?

42. What inputs do employees get in departmental decisions? In hiring and assessing coworkers?

43. Could I get a chance to see the team in action? Can I sit in on a team meeting? Shadow someone for a day?

44. What are the biggest problems facing this department in the next six months and in one year? What key competencies have you identified that I will need to develop in the next six months to be successful?

45. What do you see in me? What are my strongest assets and possible weaknesses? Do you have any concerns that I need to clear up in order to be the top candidate? What is the likelihood - maybe in percentage terms - that I'll get an offer?

Marketing Yourself

PREPARING YOUR ELEVATOR SPEECH

An elevator speech is as essential as a business card. You need to be able to say who you are, what you do, what you are interested in doing and how you can be a resource to your listeners. If you don't have an elevator speech, people won't know what you really do.

KNOW YOURSELF - Before you can convince anyone of your proposition you need to know exactly what it is. You need to define precisely what you are offering, what problems you can solve and what benefits you bring to a prospective contact or employers.

Answer the following questions:

1. What are your key strengths?
2. What adjectives come to mind to describe you?
3. What is it you are trying to 'sell' or let others know about you?
4. Why are you interested in the company or industry the person represents?

OUTLINE YOUR SPEECH - start an outline of your material using bullet points. You can use the following questions to start your outline:

1. Who am I?
2. What do I offer?
3. What are the main contributions I make?

FINALIZE YOUR SPEECH - Now that you have your outline of your material, you can finalize the speech. The key to doing this is to expand on the notes you made by writing out each section in full. To help you do this, follow these guidelines:

1. Take each note you made and write a sentence about it.
2. Take each of the sentences and connect them together with additional phrases to make them flow.
3. Go through what you have written and change any long words or jargon into everyday language.
4. Go back through the re-written material and cut out unnecessary words.
5. Finalize your speech by making sure it is no more than 90 words long.

WHAT MAKES A TOP CANDIDATE?

The BEST - What sets Top Candidates apart FROM THE REST.

- **Well prepared** - Research the company and the industry before the interview
- **Timely** - Punctual, not only arriving on time, but 5 to 10 minutes early
- **Pre-Interview** - Have answers prepared to difficult questions, i.e., explanation of job movement, accomplishments, limitations, etc.
- **Firm Handshake** –Handshakes should be firm but not too strong
- **During the Interview** – Prepared several questions in advance to ask during the interview and will not hesitate to ask the same question of several people
- **Enthusiasm** – Show interest in the organization and opportunity
- **Curiosity** - Express an interest in the company culture and achievements, as opposed to questions about “them” such as, benefits, vacation, etc.
- **Follow up** - They send well-written thank you card or email after each interview

The WORST - Top Common Reasons Candidates are REJECTED.

- **Not prepared for the interview** – No research had been conducted on a potential employer
- **Poor Personal Appearance** – Not presenting themselves professionally in both dress and overall appearance
- **Attitude** - No real interest in the firm, corporation or agency - merely shopping around
- **Goals** - Lack of proper career planning; purposes and goals were ill-defined
- **Skills** - Lack of knowledge of field or specialization; not well qualified
- **Communication Skills** - Inability to express himself/herself clearly and talking too much
- **Personality** - Overbearing - over aggressive – conceited
- **Questions** - Asked no questions or poor questions
- **Ambition** - Unwilling to start at the bottom – expects too much too soon
- **Red Flags** - Makes excuses - evasiveness – hedges on unfavorable factors in record
- **Non verbal** - No confidence and poise – fails to look interviewer in the eye
- **Image** - Poor personal appearance

After the Interview: Thank You Letters

Writing a thank you note after an employment interview is a must. Make sure to send your note as soon as possible after the interview, preferably within 24 hours.

Some things to remember when writing a good thank you note:

- Keep your audience in mind
 - In general, typed letters or letters via email are recommended
 - Consider the personality of the organization and the rapport you felt during your interviews when composing your letter
- In addition to thanking the person you interviewed with, the thank you note reinforces the fact that you want the job
- Thank you notes can also be viewed as a follow-up sales letter
 - Restate why you want the job, what your qualifications are and what contributions you can make to the organization
 - Discuss anything of importance that was not covered in the interview or that you feel you did not cover well in your interview
- What if you interview with several individuals?
 - If a group interview is conducted, address all individuals in a single letter, reproduce on your stationery and include a brief handwritten note to each individual
 - If you met individually with several individuals, each interviewer should receive a personalized thank you note
- Always remember to proofread
 - Check for grammatical, spelling and typographical errors
 - If unsure of the correct spelling or proper title for an individual, call the receptionist to for the correct information
 - Have a second set of eyes review your letter
- Before sending your letter, allow your recruiter to review and make any suggestions
 - Errors can very easily rule a qualified candidate out

Following are sample thank you letters, showing examples of different styles of letters that are all appropriate for following-up on an interview.



Example 1:

Date

Interviewer Name

Interviewer Title

Company Name

Company Address

City, State Zip

Dear First Name:

I want to take this opportunity to thank you for meeting with me regarding the position of Position Title. I enjoyed meeting with you and I learned a great deal about the position's requirements and about Company Name. This position sounds very interesting and I am confident that my experience has provided me with the qualifications necessary to work effectively with you.

Once again, thank you for the opportunity to interview with your company. If you would like a second interview or additional information, please do not hesitate to contact me.

Thank you for your time and consideration and I look forward to hearing from you.

Sincerely,

Candidate name



Example 2:

date

Interviewer Name

Interviewer Title

Company Name

Company Address

City, State Zip

Interviewer First Name,

I enjoyed speaking with you today about the Position Name position available. I am very confident that my professional experience and educational background will be mutually beneficial.

My strong administrative and organization skills allow me to handle my regular duties while positioning myself to accept various projects. I have always demonstrated appropriate discretion when dealing with confidential affairs as well as displayed a high level of judgment. I can bring a lot to the table with my excellent oral and written communication skills and efficient practices which can be useful to the Executive utilizing an Assistant. I feel my professionalism coupled with my excellent interpersonal skills would be invaluable to this position.

Thank you for your consideration and I look forward to hearing from you and being a part of your team.

Warm Regards,

Candidate Name



Example 3:

Your Name

Your Address

Your Phone Number

Your Email Address

Date

Interviewer Name

Interviewer Title

Company Name

Company Address

City, State ZipCode

Dear Mr./Mrs. Last Name:

Thank you for the opportunity to discuss your opening for Position Name. It was a pleasure meeting you on Date of Interview and learning more about the position and Company Name. I was impressed with the projects that Company Name is developing and with your plans for the company's growth.

I am enthusiastic about the possibility of working for you at Company Name. The position sounds like a perfect match for my skills and experience. Please contact me at Your Phone Number if you have any questions. I look forward to hearing from you soon.

Sincerely,

Your Name



Example 4:

Your Name
Your Address
Your Phone Number
Your Email Address

Date

Interviewer Name
Interviewer Title
Company Name
Company Address
City, State ZipCode

Dear Mr./Mrs. Last Name:

Thank you for taking the time to meet with me regarding the Position Title position. I would enjoy the opportunity to join such a dynamic company, and I am confident that I could make a strong contribution to Company Name.

I appreciate your consideration, and I look forward to hearing from you.

Sincerely,

Your Name



Where to Market Yourself

Social Networking

- Former co-workers
- Former supervisors
- Professional Associations
- Alumni/Greek Associations
- Church/Volunteer Organizations
- Friends & Family
- Networking Events

Online Networking

- LinkedIn.com
- Indeed.com
- Plaxo.com
- Facebook.com
- Myspace.com
- Monster.com
- Careerbuilder.com

Referrals

- Search Firms
- Companies
- Contacts



Resignation Letter Templates

Example 1:

Your Name
Your Address
Your City, State, Zip Code
Your Phone Number
Your Email

Date

Name
Title
Organization
Address
City, State, Zip Code

Dear Mr./Ms. Last Name:

I am writing to announce my resignation from Company Name, effective two weeks from this date.

This was not an easy decision to make, on my part. The past XX years have been very rewarding. I've enjoyed working for you and being a part of a very successful team dedicated to a quality product for our customers.

I want you to know that my decision is final and is being made with the best interests of my family in mind.

Thank you for the opportunities for growth that you have provided me.

I wish you and the company all the best.

Sincerely,

Your Signature

Your Typed Name



Example 2:

[Your Name]

[Street • City • State • Zip Code]

[Phone # • Fax phone # • Messages phone # • Email]

[Date today]

[Recipient's name]

[Company name]

[Address]

[Address]

[Address]

Dear [Recipient's name]:

The purpose of this letter is to inform you that as of [date], I will no longer be employed with [company].

I appreciate all of the experiences I have had with [company] and I wish you the best of luck in your future.

Sincerely,

[Sign here]

[Your name, title]

cc [Names for copies]



Example 3:

[Your Name]

[Street • City • State • Zip Code]

[Phone # • Fax phone # • Messages phone # • Email]

[Date today]

[Recipient's name]

[Company name]

[Address]

[Address]

[Address]

Dear [Recipient's name]:

Please accept this letter as my notice of resignation, effective [date]. My last day of employment will be [date].

This was not an easy decision, because I am grateful for the rewarding employment I have had with [Current Company name], but after long hours of consideration, my decision is now final and I have accepted a position with another company. This decision is the best interest of my family and myself.

Sincere thanks and best wishes for the future,

[Sign here]

[Your name, title]

cc [Names for copies]