Success at work is based on a combination of skills and personal qualities. Both will prove important in finding a job and advancing your career. You will want to understand how to search for a job and how to present your credentials and yourself. You need to know what the expectations are as you begin work. Companies seek employees at all levels who are good team players. They want workers who are cooperative, responsible, and focused on meeting company goals. Part 5, Personal and Career Development, focuses on you as a worker and how you interact with others to secure a position and perform satisfactorily.
CHAPTER 13
Planning and Advancing Your Career

You have had many opportunities to consider the types of tasks common to many jobs. You may have made a firm decision about your choice for an initial job or career. On the other hand, you may be planning full-time study for awhile and postponing a decision about your first full-time job.

Regardless of your present plans, you will find it valuable to understand what is generally involved in getting a job.

In this chapter, you will become acquainted with various ways of learning about jobs. You will also learn how to respond to these career opportunities. Use your study of this material to become aware of your own interests and begin developing career goals. You can feel confident about finding a job and advancing your career when you have learned about effective job search and career planning strategies.

Online Resources
- The Office Web site:
  Data Files
  Vocabulary Flashcards
  Sort it Out, Job Interviews
  Chapter 13 Supplementary Activity
- Search terms:
  interview tips
  resume writing
  electronic resume
  job board
  performance review
  employee evaluation
  job promotion

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Thinking Ahead About Careers and Jobs

Whatever your present plans for employment or further education, you should consider your long-term career goals. You might wonder why someone who is considering a first job should be thinking beyond that job. Thinking ahead may help you choose a first job that is closely related to long-term interests. Thinking ahead to what you see as a career goal and planning realistic steps to meet that goal is known as a career strategy. With a career goal in mind, you can evaluate beginning job offers in relation to that goal.

Christine works part-time in a large company in downtown Denver during her senior year in high school. She would like to be a secondary school teacher and plans to work full time for at least two years while she studies education at a local college. Then she plans to become a full-time student. The manager where she works has suggested that because she wants to be a teacher, she might like to work full time in their Human Resources Department and help the director of their extensive training programs. After an interview in the Human Resources Department, Christine was offered a position. She is looking forward to beginning her new full-time position in late July.
Career planning is not a once-in-a-lifetime task. As you gain experience, you will become better acquainted with jobs that match your interests and talents. As you learn more about various jobs and professions, your career goals may change.

**Planning with a Career Goal Established**
Perhaps you and some of your classmates have clear ideas for your future work goals. If this is true for you, you may have thought about what you can do well, what the opportunities are for your chosen field, and in general what will be required to achieve your career goals. When thinking about careers, consider the following questions:

- What specific kinds of jobs are available to a person who has chosen the career goals I have?
- What job opportunities in this career field are projected for the next five to ten years?
- What are the educational qualifications for entry-level jobs in this career?
- What educational and/or experience qualifications are needed to advance in this career?

**Planning Without a Career Goal**
Even if you do not yet know what career you wish to choose, you can still enter the workplace and perform successfully. When seeking a job, you can highlight a willingness to:

- Perform every task assigned according to instructions
- Strive always to improve performance
- Learn more about the company and make a valuable contribution to its goals

When you begin working, you will learn about a wide variety of positions through your dealings with other workers. Such knowledge will be helpful in exploring career options.
Planning a Job Search

Whether you have specific career goals or not, you can effectively plan your search for a full-time job. Your success in meeting job requirements need not be related to whether or not you have a career goal. Common steps in a job search include the following:

1. Become acquainted with the types of jobs you wish to consider.
2. Explore job opportunities related to these jobs.
3. Prepare a resume.
4. Prepare a letter of application when you find a job for which you are qualified.
5. Send resumes and letters of application to companies considering candidates for jobs.
6. Accept interviews with companies that wish to talk with you about available jobs.
7. Follow up all job interviews.
8. Accept a job.

Exploring Job Opportunities

A number of sources are available to help you locate specific jobs in which you may be interested and for which you are qualified. Friends, relatives, and former employers often know about good job opportunities for you. Other sources are discussed briefly in the following paragraphs.

School Placement and Counseling Services

Become familiar with the placement and counseling services available in your school. In schools without a placement counselor, employers often inform school guidance counselors or business teachers about jobs in their companies. Let your business teachers and your counselors know about your plans and your job interests. This will help them identify you as a candidate when they learn about a job that may be right for you.

Discuss your plans and your job interests with your counselors and teachers.
The World Wide Web

Many sites on the World Wide Web contain job listings. These sites are sometimes called job boards. Job boards allow job seekers to post a resume and to view job listings from many organizations. Job boards allow employers to post job descriptions and review resumes posted by job seekers. Most job boards are free to job seekers. Employers may be required to pay a fee to search for job candidates. Jobs boards may offer information on a wide variety of jobs, or they may be related to a particular career area or a particular geographic region.

USAJobs is the official federal government job Web site. This site, shown in Figure 13-1.1, offers listings for entry-level professional, clerical, trade, labor, and summer jobs, among others. Many states and some cities have Web sites with information about their government jobs.

Many companies allow applicants to complete a job application online. Job seekers may also be able to post a resume at the company’s Web site. Other company Web sites provide information about jobs available at the company for which applicants may apply using a hard copy letter and resume.

Newspapers

The classified advertisement sections of newspapers list many job openings. An example is shown in Figure 13-1.2 on page 520. Some employers advertise directly, asking you to call or to fax your resume to them. Other employers use blind ads that do not identify the employer. Instead, the ads request that applications be sent to a post office box. Magazines, newsletters, and periodicals related to a particular industry also often have job listings.

**Figure 13-1.1**

This job board provides information about U.S. government jobs.

Employment Agencies

Employers submit job openings to employment agencies. Counselors at the agencies help match applicants' qualifications and goals with jobs available. Private employment agencies charge a fee for their services. Sometimes the person seeking a job pays a fee. At other times, the employer pays a fee. This fee is usually a percentage of the first year's salary. Government employment agencies provide services to citizens and employers free of charge.

Temporary employment agencies hire people to fill temporary jobs. The jobs may last from a single day to many months. Many businesses use temporary workers on a regular basis. By taking temporary jobs, young workers can gain a variety of experiences and understand better what full-time, permanent jobs will be most appealing to them. In some instances, temporary workers are asked to accept permanent positions.

WORKPLACE CONNECTIONS

Jeremy registered with a temporary employment agency when he graduated from college. Because having a temporary job provided Jeremy with an income, he felt less pressure to find a permanent job right away. Jeremy worked at three different companies during a four-month period after graduation. At each job, Jeremy's manager and coworkers learned about his talents and job skills, and Jeremy learned more about the business world. When an opening for a management trainee became available at the first company where Jeremy had worked, a former coworker called Jeremy about the position. Jeremy applied and was hired for the job. Jeremy's new manager was pleased to hire Jeremy because he was familiar with his talents and skills.

Government Announcements

Many different types of employees are required in government agencies. You will be able to get information from your state employment office about state and federal job opportunities. As mentioned earlier, Web sites that list job openings are available. Candidates for state and federal jobs usually must complete job-related tests. These tests are given periodically with the dates announced in advance.
Personal Inquiry

If you want to work for a particular company, you may want to write a carefully worded letter asking about job possibilities. In your letter, you should explain the reason for your interest in being an employee. Describe the kind of job you want and briefly outline your qualifications. You need not include a resume with your letter of inquiry, but you may want to state that you will be happy to forward a detailed resume.

Preparing a Resume

A resume, also called a data sheet or vita, is a concise, well-organized presentation of your qualifications for a job. The employer usually will see your resume before interviewing you. Your resume should make a positive impression on the reader. A resume should be accurate in every detail.

A resume usually has several categories: personal information, job interest, education, work experience, and references (or a statement about availability of references). You may want to include additional categories, such as computer competencies, extracurricular activities, or scholastic honors when appropriate. As a general rule, list the most important information first. Refer to Figure 13-1.4 on page 522 as you read about common resume categories.

- **Personal Information.** List your contact information clearly at the beginning of your resume. This information should include your name, mailing address, and telephone number. If you have an e-mail address or fax number, list those also. You need not provide information such as age, date of birth, or marital status.

- **Job Interest.** Briefly state the job for which you are applying. An employer will then be able to see how your qualifications relate to specific job openings.

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**Figure 13-1.3**

Many government employees must pass civil service examinations.

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**Source:** Michigan Department of Civil Service. [http://www.michigan.gov/mdcs/0,1607,7-147-6876_8046—,00.html](http://www.michigan.gov/mdcs/0,1607,7-147-6876_8046—,00.html) (accessed October 17, 2005).
Valerie Gomez  
3467 Mandelin Drive  
Albuquerque, NM 87112-0341  
(505) 555-0130

Job Interest
An administrative assistant position in an historical museum or college.

Education
Will graduate from Southwest High School, May, 20--  
Grade Point Average: 3.57  
Class Standing: 34th in class of 329

Related courses:
American History  
Keyboarding  
Computer Skills  
Office Procedures

Special skills:
Keyboarding: 65 words per minute  
Good command of Microsoft Office: Word, Excel, Access  
Historical research experience in local libraries

School activities:
Vice President of American Historical Club  
Member of Student Council

Work Experience
Assistant to the librarian of the historical archives in the Albuquerque Public Library.  
(Part-time during school year; full time during the past two summers.)  
Student assistant to school librarian during first two years in high school.

References
Provided upon request.
- **Education.** List the name and address of your high school and the graduation date or anticipated date. List the courses you completed that prepared you for the job market. You may also include any scholastic honors or awards you have earned. You may want to show any extracurricular activities in which you participated, such as membership in special interest clubs.

- **Work Experience.** List in chronological order the jobs you have had, beginning with the most recent one. For each job, include the name and address of the organization, your job title, a brief description of the tasks performed, and the beginning and ending dates of your employment. If your job experience is limited, include part-time positions as well as any volunteer work you performed. Be sure to indicate clearly the work you did as a volunteer.

- **References.** References are persons who know your academic ability and/or work skills and habits and are willing to recommend you to employers. List references on your resume or include a note stating that references will be provided on request. When you list a reference, be sure to include a complete name, job title, address, and telephone number for each one. Generally, three references are considered sufficient. Ask permission before using a person as a reference on an application or in an interview with an employer.

Because there is no standard resume format, an employer may consider your resume to be an example of your ability to organize data in a useful and meaningful form. The form in which you submit your resume will influence the content and format of the data. You should create a traditional hard copy resume. A hard copy resume formatted for ease of scanning may be required for some jobs. An electronic resume saved in a file format that can be posted online or sent by e-mail is also needed.

A hard copy resume for traditional use should be attractive and easy to read. Limit a hard copy resume to one page, or use a second page only if needed to list complete work history. Do not crowd text on the page. Use bold to emphasize categories of information and a leave blank line between categories. Print your resume on a laser printer or have it photocopied on high-quality paper. Whichever method you use, be sure the copies are clean with clear, sharp print.

Many companies and employment agencies receive hundreds or thousands of resumes each year. These resumes are often scanned and converted to electronic files. When a company has a job opening, the resume database is searched for key words or terms that relate to the qualifications for that job. To improve the chances that your resume will be readable after it has been scanned, keep the format simple. Do not use fancy fonts, bold type, bullets, rule lines, or a complicated layout with tables or columns of text. An attractively formatted hard copy resume that may make a good first impression on a person may be difficult for a computer to read. Keep the language simple and use key terms that are likely to match the description for the job you seek. For example, an accountant might use terms such as *month-end close* or *general ledger entries* in a list of duties at a previous job. Key terms are often nouns or noun phrases. Use terms such as *project supervisor* instead of *supervised projects.* If you do not know whether your hard copy resume will be scanned, call the company to which you are sending the resume and ask for this information.
FOCUS ON . . .

Online Job Search and Resume

When you conduct a job search online, you may choose to search only one or two job boards or many job boards and company Web sites. The wider your search, the better your chances are of finding the job you want. Because new jobs may be posted daily, you should search for jobs frequently. Many job boards provide intelligent agents, often called job scouts or job agents, that can aid in this process. Simply indicate your search criteria for jobs, such as job titles and geographic locations, and the search frequency you desire (daily, weekly). The job scout will search for jobs that meet your criteria.

When jobs are located by your job scout, you will receive an e-mail containing links to the job postings. You can review these job postings and apply for the jobs that interest you. For some jobs, you can apply online by posting your resume and completing a job application form. For other jobs, you can apply by sending a hard copy resume and letter of application.

Just as job seekers search online for jobs, employers search online for prospective employees. Employers may search resumes that have been posted online at job boards or submitted via e-mail or a company Web site using search terms that reflect the skills and qualifications they seek in job applicants. Preparing your electronic resume in a format that can be easily searched for key terms will increase your chances of being selected as a job candidate by an employer. Follow these guidelines when preparing electronic resumes:

- Use default fonts and font sizes. Save the resume as a plain ASCII text file (also called Text Only by some programs). ASCII text is simply words without any special formatting and can be read by many programs. Keeping the format simple will increase the chances that your electronic resume will be readable at the many different sites where you may choose to post or send it.

- When submitting an electronic resume via e-mail, send the resume as an attachment only if you know the company’s e-mail system can handle attachments. If you are not sure, place the resume in the body of the e-mail message instead.

- Keep the resume fairly short, although you do not need to limit it to a single printed page as is recommended for hard copy resumes. The computer can search two pages almost as quickly as one page.

- Include contact information and identify the type of job you seek as you would on a hard copy resume.

- Use concise, specific terms that describe your work experience, skills, and education or training. For example, say “Proficient with Microsoft Word” instead of “I have had training and work experience using word processing software.”

- When posting a resume for a specific job, use the same terms for a particular skill or other requirement in your resume as are used in the job description or announcement. (Do not misrepresent your qualifications, however.)

- Use a professional, positive tone for the resume. Be sure all information is current and accurate.
You may decide to prepare several versions of your resume. For example, when submitting a resume for a particular job, you can use the title of that job in the job interest section of your resume. If you know the company scans hard copy resumes, use a simple format that will scan well. If the resume is to be posted online or sent by e-mail, use a file format that will be readable on other computers. Computer programs are available to provide guidance and allow you to create a resume in an appropriate format for many different jobs and situations.

Writing a Letter of Application

A letter of application introduces you to a prospective employer and requests an interview. A letter of application that accompanies a resume should be an original, not a photocopy. The tone of the letter should appeal to the reader. Its content should be concise and informative. Remember, the reader is interested in you only in terms of your qualifications for a job in the company. An example letter of application is shown in Figure 13-1.5 on page 526. These guidelines will aid you in writing a letter of application:

- When submitting a hard copy letter, address the letter to a person, not to a department or position. If you do not have the name of the person to whom your letter should be addressed, call the company to ask for the name and title. When submitting a letter of application online, you may not be able to address the letter to a specific person. Follow the directions on the Web site.
- Explain in the first paragraph the reason for the letter. State specifically the position in which you are interested.
- Briefly indicate why you believe you are qualified for the position. Refer to specific classes, work experience, and/or interests you have that you believe are related to the position. Indicate that a resume is enclosed or also being transmitted to provide more details about your qualifications.
- In a final paragraph, request an interview.
- Limit your letter to a single printed page (or about the equivalent of a printed page for online letters of application).

The Interview

Companies may interview several candidates before hiring someone for a position. Successful interviewing is a critical step in securing a job.

Prepare for an Interview

Prepare carefully for each interview you accept. Consider how you will present your qualifications and interests to the interviewer. Anticipate questions and think about how you will respond to them. Learn about the company. What are the company’s primary products or services? Does the company have branch offices? Is the company owned publicly or privately? What do your family and friends know about the firm? If the company has a Web site, review the site to learn about the company. If you prepare well, you will approach the interview with confidence, increasing your chances of making a favorable impression on the interviewer.
3467 Mandelin Drive  
Albuquerque, NM 87112-0341  
May 10, 20--

Ms. Gretchen T. Wellington  
Director, Hansen Historical Center  
356 Front Street  
Albuquerque, NM 87102-0356

Dear Ms. Wellington:

Your job opening for a library assistant came to my attention through my school librarian, Ms. Eva Elison. Please consider me as an applicant for the position. I am very interested in working in an organization that is involved in historical research.

I am currently completing my senior year at Southwest High School. I also work about ten hours each week at the Albuquerque Public Library. My work there is in the historical archives under the direction of Ms. Sarah Forman. A copy of my resume is enclosed to give you more details about my education and experience.

Please consider granting me an interview to discuss employment opportunities with your center. You may telephone me at 555-0130. Because I am at school or work most of the day, please leave a message; I will return your call as soon as possible.

Sincerely,

Valerie Gomez 

Valerie Gomez

Enclosure: Resume

Figure 13-1.5  
A letter of application requests a job interview.
**Make a Good First Impression**

At an interview, you usually do not know the person who will interview you. Your appearance and manner will influence the interviewer’s first impression of you. A day or two before the interview, plan what you will wear. Consider dressing in clothes that are appropriate and at the same time comfortable. Generally, you should choose conservative, businesslike attire. Even though you may know that employees in the organization dress casually at most times, dress in business attire for an interview. Your manner should be polite and professional. Be friendly, but not overly familiar with people you meet at the company.

**Workplace Connections**

Joe Chin was excited about his interview at a local garden design and landscape company. He arrived for the interview on time, answered all the questions clearly, and expressed his interest in working for the company. When a letter arrived thanking Joe for his interest and telling him that another candidate had been hired, he was very disappointed. A few days later Joe had lunch with Roberto, a friend who works at the company. “Do you know why someone else was chosen for the job instead of me?” he asked. “If I did something wrong in the interview, I would really like to know so I can improve before my next interview.” “Well,” said Roberto, “I did hear the manager comment once that he thinks everyone should dress in professional business attire for an interview.” “Oh,” said Joe. “Then I definitely made a poor decision when I showed up in khakis and a polo shirt. I thought I should dress like the workers I have seen at the company.” Joe learned the hard way that appearance can influence an interviewer’s impression of a candidate.

**Anticipate Questions**

You will be asked a number of questions during the interview. Some are likely to be ones that are commonly asked in such a situation. Others may be unique to the interview. Some common questions and requests are listed below.

- Why does this job interest you?
- What courses did you study that you found most interesting? Why?
- What do you believe are your strongest qualifications for this job?
- What school activities or previous work experience required you to work in groups? On your own?
- How do you evaluate your participation in group activities?
- Why do you think you would enjoy working in our company?
- What are your career goals at this time?
- What new skills or knowledge do you want to acquire?
In the United States, laws have been passed to safeguard a person’s right to equal opportunity for employment. Questions regarding age, marital status, ethnic background, religious beliefs, and physical and emotional disabilities (unless job related) are not considered appropriate and may be illegal for many jobs. If you are asked questions on these matters, you may wish to respond simply: “I prefer not to answer that question.” You can, of course, answer such a question if you wish. You might also respond with a question such as “Why do you ask?” This response may cause the interviewer to explain the work-related issue that prompted the question.

Prepare Questions

Interviewers sometimes ask: “Do you have any questions about the company or the position?” While you are preparing for the interview, you may want to list any questions that come to mind. Some would naturally pertain to the job for which you are applying: “How much orientation is provided for the job?” “How often are employees evaluated?” “Are there promotional opportunities for which employees may apply?” “Has the company established standards for the tasks related to the job in which I am interested?”

Other questions cover a broad range of subjects, such as the company’s mission statement, product lines, and employee benefits. Do not make salary and benefits the main focus of your questions. Ask questions that will help the interviewer focus on the contributions you can make to the company.

Arrive on Time

Arrive at the interview shortly before the scheduled time. You will want to be calm and collected when you are called into the interviewer’s office. If you are not familiar with the location of the interview, you may want to visit the site in advance. Note how much time you should allow to arrive on schedule. Consider the traffic conditions or possible delays that are likely during the time of day you will be traveling to the interview. Once you arrive, use a visitor parking space in the company parking lot if available. You may need to give your name and the purpose of your visit to a security guard to be admitted to the parking lot or building. Parking lots and garages in downtown or other business areas are often crowded during business hours. Allow ample time to find a parking space and walk to the company location if necessary.

Complete an Application Form

A receptionist may greet you and ask you to fill out an employment application form. Complete the form carefully in neat, legible handwriting. Glance over the entire application to see what information is requested in each section before you begin writing. Read each question carefully and completely before answering.

Note every item included and do not leave blanks on an application. You should indicate with an N/A (not applicable) any item that does not apply to you such as military service, for example. The interviewer then knows that you have read the question. Take a copy of your resume with you as a source for details as you complete the application. Often the interviewer will read the application form before turning to your resume.
Participate Attentively

A common procedure is for the receptionist to introduce you to the interviewer. You should extend your hand for a firm handshake and look directly at the interviewer in a friendly, calm manner.

Being a little nervous at a job interview is natural, especially at your first interview. Instead of dwelling on your uneasiness, concentrate on what the interviewer asks and tells you. Remember that the interview is a two-way communication process. The interviewer is learning about you, and you are learning about the job and the company.

When you attend an interview, do the following:

- Dress appropriately.
- Greet the interviewer with a smile and a firm handshake.
- Remain standing until you are asked to have a seat.
- Use good posture when sitting or standing.
- Listen attentively and answer questions honestly and clearly.
- Use correct grammar.
- Exhibit a positive attitude.
- Ask questions about the company and its products or services.
- Make eye contact with the interviewer frequently.

When you attend an interview, do not do the following:

- Bring a friend or relative with you.
- Display nervousness by tapping a pencil, twirling your hair, or other annoying habits.
- Use poor posture or chew gum.
- Answer questions with “yeah,” “nope,” or “uh-huh.”
- Misrepresent your strengths or accomplishments.
- Criticize past employers or teachers.
- Ask questions only about salary and benefits.
- Stand at the door after the interview is over and continue to talk.

The interviewer will write an evaluation of the interview in which judgments are recorded about key factors such as:

- Appearance
- Voice and language usage
- Knowledge and skills
- Effectiveness in working with others
- Attitude toward work and learning
- Self-confidence
- Flexibility
- Job interest

**Follow Up**

Review the interview in your mind and jot down notes to yourself about its good points and its weak points. Think of questions that you do not believe you answered well or that you failed to understand. Review this information later before your next interview.

Write a brief follow-up letter to thank the interviewer for talking with you. Indicate again your interest in the job and how you believe you are qualified for the position. A follow-up letter shows your willingness to follow through after a meeting. If the interviewer does not communicate with you within the time period mentioned at the interview, call and express your continued interest in the position.

If you receive a job offer and decide to take the job, you should accept in writing. If you have determined that you are not interested in the job, you should write a brief letter stating your decision and expressing thanks for the offer.

**Documenting Your Job Search**

You may find a job in a relatively short time if there are many job openings in your field of interest in the community where you seek employment. Job searches sometimes require a considerable amount of time, however. You may have to make changes in your strategy and in your job expectations before you find a job.

Maintain a job search diary of your activity. Indicate clearly the date, time, company name, and complete names of all persons with whom you talked. Indicate the communication you receive after each meeting, phone call, or message with someone related to getting a job. This information will be helpful if you are called for a second interview or interview for another job with the same company at a later time. A sample job search diary is shown in Figure 13-1.6.
### Job Title:
Order Entry Clerk

### Company Name:
MBA Manufacturing

### Address:
P.O. Box 235  
Somerset, KY 42501

### Phone:
(606) 555-0127

### Contact Person:
Robin McCrae, Office Manager

<table>
<thead>
<tr>
<th>Date</th>
<th>Contact</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/2</td>
<td>Mailed letter and resume</td>
<td>See attached job ad and copies of letter and resume</td>
</tr>
<tr>
<td>6/15</td>
<td>Phone message from Robin McCrae</td>
<td></td>
</tr>
<tr>
<td>6/16</td>
<td>Returned phone call</td>
<td>Interview scheduled for 6/20 at 9 a.m. at company offices in Governor's Hill Office Park</td>
</tr>
<tr>
<td>6/20</td>
<td>Interview</td>
<td>Interview went well. Training provided for order entry system. Flexible hours. Expect to hear from Robin within two weeks.</td>
</tr>
<tr>
<td>6/21</td>
<td>Sent follow-up letter</td>
<td>Expressed continued interest. See attached copy of letter.</td>
</tr>
</tbody>
</table>

---

**Figure 13-1.6**

A job search diary

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REVIEWING THE TOPIC

1. How might thinking ahead to a career goal help an individual think about a first full-time job?

2. Why is career planning unlikely to be a once-in-a-lifetime task?

3. Identify some questions that a person with a career goal is likely to be able to answer.

4. What are some attitudes employees will find appealing when considering applicants who have not yet established career goals?

5. Where can you learn of job opportunities?

6. What information should be included on your resume?

7. What is the purpose of a letter of application?

8. Describe appropriate planning for a job interview.

9. What are some factors that an interviewer will probably evaluate about a job applicant?

10. What content should be included in a follow-up letter written after an interview?

THINKING CRITICALLY

1. Assume that you are ready to begin full-time employment. Identify the type of job you will seek. Choose a job you are qualified for. Describe these factors related to the job:
   - Typical titles for this job
   - Typical tasks or activities associated with this job
   - Typical wages or salary for this job in your area
   - Education, skills, and experience required for the job

2. Describe how your education, skills, or experience qualify you for this job. Describe an experience that shows your ability to work successfully in a team.

3. Open the PDF file CH13 Application. This file contains a sample job application. Complete the form assuming you are applying the job identified in step 1.

4. Prepare written responses for the sample interview questions below:
   a) How did you learn about this job opening?
   b) What skills or experience do you have that best qualify you for this job?
c) Where do you want to be in your career five years from now?
d) What is your greatest accomplishment?
e) Why should I hire you rather than another applicant with comparable skills?
f) How would your current employer or teacher describe your job performance and attitude?

**REINFORCING MATH SKILLS**

You have been offered two jobs—one as an appliance salesperson and one as an office assistant. Use your math skills to help you evaluate the jobs and make a decision about which one to accept.

1. Read the information about each job below. What you can expect your gross pay less the deduction for health insurance coverage to be per year for each job?

2. Which job would you choose and why? Consider your job interests and the locations of the jobs in addition to salary and health insurance costs.

**Sales Position in an Appliance Store**

Your base salary will be $960 per pay period (1 month). You will also receive a 5 percent commission on the price of items you sell during the pay period. The store manager says you can expect to sell around $4,000 in merchandise in an average month. This amount can vary widely, however, and will depend on your selling skills. The deduction from your paycheck for health insurance will be $125 per pay period. The job is close to your home, and you can ride the public bus to work.

**Office Assistant**

As an office assistant, you will work 80 hours per pay period (two weeks) and receive $8 per hour. Your deduction for health insurance will be $50 per pay period. The company is located 20 miles from your home and is not accessible by bus.
In this activity, you will prepare a letter of application for a job and a resume.

1. Identify a job for which you are qualified. Identify at least one organization where a position is open for the job you have chosen or there is some possibility that such a job might become available.

2. Prepare a letter of application to an organization where the job you seek exists. If a job opening currently exists, apply for that particular job. If not, express your interest in working for the company in the position you have chosen. Ask to be considered when an opening becomes available. See Figure 13-1.5 on page 526 for an example letter.

3. Prepare a resume to include with your letter. See Figure 13-1.4 on page 522 for an example resume. Include complete information for three references on a separate page attached to the resume.

Writing a follow-up letter after an interview and preparing a job search diary are important steps in a job search. Practice these skills in this activity.

1. Assume that you have completed an interview for a job. You may use the job you chose in Topic 13-1 Activity 1 or a different job. Write a follow-up letter to thank the interviewer and to express your continued interest in the job.

2. Begin documenting your job search. Create a table similar to the one shown in Figure 13-1.6 on page 531. Record information related to this job and the one from the previous activity if a different job was used.
When you begin a new job, you will have a great deal to learn about the company and how it operates. As you think ahead about your first full-time job, you may have questions such as the following:

- What will they expect me to be able to do immediately?
- Will I be able to learn everything I should know about this job?
- Will my coworkers be willing to help me?

Employers expect to provide new employees with an introduction to the company and to new jobs. Employees who understand their jobs and the total company are more likely to be successful in their work and contribute to achieving company goals.

Introduction to a New Job

In some instances, a job introduction or orientation is done informally by the employee’s supervisor or manager. In other instances, the job introduction is provided in a formal, organized manner. Formal orientation programs are scheduled for a particular time and include a series of presentations or meetings. These programs are common in large organizations, where a number of new employees may begin their jobs at the same time.

Informal orientation programs are common in smaller organizations where fewer employees are likely to begin their new jobs at the same time. Generally, an informal program is directed by the new employee’s immediate supervisor or by an experienced coworker. This person often has a checklist to guide the explanations during the orientation. Some of these topics and activities are likely to be included:

- Goals and policies of the organization
- The company’s organization chart and key personnel

WORKPLACE CONNECTIONS

A large bank in downtown Charlotte, North Carolina, provided a job orientation on the first day of work for 25 new employees. At the morning sessions, new employees learned about the company’s mission and activities. After lunch, the 25 new employees had small group meetings with managers in the departments where they would be working.
- Employment forms (such as the Form W-4 shown in Figure 13-2.1)
- Employee benefits provided
- Completion of forms related to benefits such as health care or retirement plans
- Company policies related to ethics, safety, and security
- Personnel policies, including performance evaluations
- Policies and procedures that guide the new employee’s responsibilities

Orientation does not always end with the program offered on the first day of work. Sometimes additional meetings are scheduled after employees have had several weeks of experience in their new positions.

![Form W-4](image)

**Learning on the Job**

As a new employee, realize that your supervisor is aware that you do not know everything that the job may require. Learning on the job is expected and is considered a part of your job. Some of the learning is guided by an experienced person, and some is done on your own.

As a new worker, you can expect to be given specific information about the tasks you will complete. The company may have a clearly stated job description of what you are to do, or you may be in a newly created position. In the latter case, just a general description of your duties may exist. An employee’s actual work duties and tasks may differ from the job description because the job has changed but the description has not yet been updated.
A new employee will often find that coworkers are generous in providing help related to job tasks. They understand that a knowledgeable coworker is going to be a valuable asset to the unit or department. You will quickly realize which of your coworkers are most likely to want to answer questions you might have.

References and Resources

When you begin a new job, make a point to become acquainted with basic references available to you. Some of these references may be accessed using your computer, while some may be in print. Some of the references you may have are listed below.

- A company manual or employee handbook of policies and procedures
- A complete organization chart
- A calendar of events and a company newsletter
- An annual report if the company is publicly owned
- A directory of all personnel with phone numbers and possibly e-mail addresses

Companies have developed a wide range of materials to aid employees. You will want to learn what company databases and network or intranet resources are available for your use. An example of an online employee handbook is shown in Figure 13-2.2 on page 538. If your company has a library or resource center, spend some time getting acquainted with the range of information that you can access. Your department may subscribe to magazines, newspapers, or databases that are useful to you in your job.

Evaluation of Employee Performance

Many companies have a plan for evaluating employee performance and discussing the results with the employee at least once a year. A company may have several reasons for doing performance evaluations, also called performance reviews or appraisals. Information from performance reviews may be used in determining pay increases, promotions, employee disciplinary actions, or dismissals. Evaluations help identify employee strengths and areas for improvement. Setting goals for the employee to accomplish in the coming evaluation period and beyond is often a part of the evaluation process.
Although a formal evaluation may be completed only once a year, effective managers provide feedback about employee performance throughout the year. In a work situation where managers and employees talk regularly about job performance, the performance review will bring no big surprises for the employee.

Companies expect workers to be competent and perform their jobs satisfactorily. Some factors commonly considered in an employee evaluation include:

- Job knowledge and skills
- Quality of performance
- Quantity of work completed
- Initiative and judgment
- Cooperation and teamwork
- Flexibility and adaptability
- Adherence to schedules and deadlines
- Accomplishment of goals set previously

New workers are given a period of time for learning their jobs. The trial period typically lasts three to six months. The length of the trial period is determined by the complexity of the job and the level of skills needed by the employee. Employees often receive their first formal evaluation at the end of the trial period. Future evaluations follow the company’s normal evaluation schedule.

**Ways of Evaluating Employees**

Companies use varying methods to evaluate workers. In some companies, evaluation practices may be informal. Little, if any, information may be recorded in the personnel file of the employee. In such companies, the manager may write an appraisal of each employee at designated times. Generally, the employee signs the appraisal to indicate that it was read and may add comments to the document.
Other companies use clearly stated employee evaluation procedures with carefully developed appraisal forms. In a traditional approach, employees are evaluated by a manager or supervisor. In some cases, a manager, coworkers, and the employee may all contribute to the evaluation. This approach, sometimes called a 360-degree evaluation, is becoming more popular. This is because some people think getting feedback from several people in different positions (the employee’s circle of contacts) gives a better picture of an employee’s overall performance.

Performance evaluations are rated or scored in a variety of ways. Using a checklist, where skills and traits are listed and points awarded for each area, is a popular method. Using this method, the employee’s performance is compared to reasonable standards. Ideally, all employees in a unit or department could receive high scores using this method.

Ranking employees in a unit or department from highest to lowest is an evaluation method used by some companies. Using this method, the evaluator compares employees to one another, and all employees cannot receive high scores.

With a forced distribution method, employees are assigned scores that fall into preselected categories. For example, the evaluation procedures might state that a certain percent of employees will receive scores that fall in a particular category, as shown in Figure 13-2.3. As with the ranking method, all employees cannot receive acceptable scores with this method.

### Forced Distribution Scoring Method

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>10 percent</td>
</tr>
<tr>
<td>Good</td>
<td>20 percent</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>40 percent</td>
</tr>
<tr>
<td>Poor</td>
<td>20 percent</td>
</tr>
<tr>
<td>Unacceptable</td>
<td>10 percent</td>
</tr>
</tbody>
</table>

Whatever the scoring method used, employee performance is usually compared to standards for acceptable work. For example, standards based on keystrokes, lines, or pages may be the basis for determining the productivity of an employee doing word processing. Often, standards are specified per hour or per day. Devices that keep track of such factors as keystrokes and lines may allow for detailed monitoring of output of many employees, especially those who work in factories and in offices where there are repetitive tasks. Standards for some evaluation categories, such as teamwork or responsibility, may be more subjective. Manager or coworker observations of employee behavior may be used to judge performance for these categories.
Evaluating Your Own Performance

To progress in your job, you will want to ask yourself: “How well am I doing my job?” Such an evaluation might be scheduled to be completed about a month before the evaluation by your manager. The following steps should be helpful in your evaluation:

1. List the skills, tasks, and goals that relate to your position. For this step, a copy of the performance appraisal form used or your job description will be useful.
2. Think carefully about your work behavior, either daily for one week or one day each week for four or five weeks.
3. Record any instances of very effective or poor performance, indicating the date of each entry.
5. Compare your own evaluation with the one given you by your manager or supervisor. Reconsider your own evaluation in relation to that given by your manager or supervisor and make appropriate changes in how you assess yourself.

Continuous Improvement

Your performance evaluation can be used to guide your efforts toward continuous improvement in your work. The evaluation may point out areas for improvement or ways that you can become more productive. Consider these points as you strive for continuous improvement in your job:

- Simplify; eliminate needless steps in doing tasks.
- Follow an organized approach to completing each task. Do not think of getting organized as a separate activity.
- Consider the overall scope of a new project and set realistic estimates of the time and work required to meet deadlines.
- Think critically about the information you receive in various forms such as reports, letters, and e-mail messages. Keep what has value and discard that which does not.

benchmarks: standards used for comparisons such as job performance
Document steps or other information related to tasks and activities such as meetings or projects for later reference.  
Prioritize tasks and complete them in order of importance, keeping deadlines in mind.

Tonya, an administrative assistant, commented about her program of continuous improvement:

*Instead of simply performing my normal tasks as I have always done them, I am now carefully thinking about how I do my work. What a revelation! For example, I never realized why my desk, which is clean at the beginning of each day, becomes a mess by midday. By observing my behavior, however, I know exactly what causes this problem—my failure to return material to its proper place when I no longer need it. I am now making an effort to modify my behavior so I can be more productive.*

**Promotional Possibilities**

Although you may be content with your present job, remember to consider the future. While focusing primarily on your current job, also consider what you can do to prepare for future jobs, some of which may be promotions.
Your company may post job openings in company bulletins, in local newspapers, or on the company Web site. An example of job postings on a company Web site is shown in Figure 13-2.4. These job postings may provide information about higher-level jobs. You may deal with people at varying levels of the company. You may be able to learn, in informal ways, about qualifications required for various jobs. Learning about higher-level positions in your company can help you decide whether you would want to work in one of these positions.

Beginning workers may find limited opportunities to move into jobs at higher levels within their companies. If you find yourself in such a situation, you may need to look elsewhere for higher-level jobs. Investigate various jobs to learn what types of positions relate to your interests and experiences. Learn the educational and experience requirements for the jobs in which you are interested. Then you can create a plan for acquiring the education, skills, and work experience you need for the job you want. Professional and trade organizations and their publications can help you build your qualifications for jobs in your career area. Programs offered by local schools, colleges, or community organizations can also help you improve your job skills.

**Professional and Trade Associations**

People with common work interests often belong to professional or trade associations. These groups provide programs and activities designed to help improve work skills and knowledge. Internet resources and local libraries will help you become acquainted with those available. Your company’s Human Resources Department may have information about organizations that you may wish to join.

Your company may subscribe to magazines and newspapers related to the company’s business. Check the resources of your local libraries and search the Web to become acquainted with what is available in print and electronic format.
Educational Resources

Think about skills you would like to acquire or improve to become a more effective worker. For example, you may want learn new software programs or become more effective at public speaking. You can probably find educational resources to help you develop these skills. Consider programs offered by a local public school system through adult education or by a local college or university. Many courses are also offered via the Internet.

Changing Jobs

A typical worker changes jobs several times during his or her career. A job change may be the worker’s choice or it may be caused by events beyond the worker’s control. Companies sometimes change their structures as they strive to grow and accomplish their goals. Companies are bought and sold, merged with other companies, relocated to other geographic areas, or downsized. A company may also fail or go out of business. These changes may mean that workers are promoted or transferred to different jobs, asked to move to another city, laid off temporarily, or dismissed from their jobs.

downsize: reduce, as in decreasing the number of workers in an organization

Job Termination

Being dismissed from a job can be an emotionally upsetting and stressful experience, even when you are dismissed through no fault of your own. You may have some prior warning that the dismissal may happen, or you may have no warning at all. Try to remain calm and professional during the job termination process.

Depending on the size and policies of the company, dismissal procedures may vary widely. Typically, you will be given a written notice or letter stating that you are dismissed from the company’s employ. The letter may state the reason for the dismissal. You should receive a final paycheck on or shortly after your dismissal. You may also be paid for items such as unused vacation or sick days.
You may be asked to attend a meeting, sometimes called an exit interview. The meeting may be with your supervisor or someone from the Human Resources Department. In this meeting, the reasons for your dismissal and the status of any continuing benefits may be discussed. You may be asked questions about how you think the company could improve operations. Company procedures that you think are effective may also be discussed.

You will be expected to return items such as company keys, credit cards, security badges, or access cards. Your manager or a coworker may escort you to your desk or work area to collect personal items and then out of the building. If the company’s dismissal procedures are less formal, you may be allowed to leave on your own, taking time to say good-bye to coworkers.

Remember that while one company may no longer need your services, others are likely to need them. You may wish to ask your supervisor to give you a letter of recommendation or allow you to list him or her as a reference when you look for a new job. When employees lose their jobs for reasons such as downsizing or a move to a new location, the company may provide assistance in helping workers find other jobs. Some companies use outplacement services. These services are organizations that provide counseling and other services to help workers find new jobs.

Companies typically provide severance pay to workers who lose their jobs through no fault of the employees. One or two weeks’ pay for each year a worker has been employed at the company is a typical severance payment. Workers who are dismissed because of poor job performance or a serious violation of company policies, such as theft or harming or threatening a coworker, usually do not receive severance pay.

You may decide to leave your job at a company for a variety of reasons. You might move to a different city. You might complete training or education that qualifies you for a higher-level job. You might find better pay or more opportunity for advancement at a different company. You will want to take advantage of good job opportunities. Be aware, however, that a record of changing jobs too often (sometimes called job hopping) may make a negative impression on prospective employers. As a general rule, plan to stay in any full-time job you accept for at least one year. If you have changed jobs frequently, have an explanation for the frequent changes prepared to discuss in interviews.

When possible, give the company at least two weeks’ notice when quitting a job. Always submit a formal resignation letter. The letter should be written to your immediate supervisor and should use a polite, professional tone. Keep the letter short and simple. In the first paragraph, ask your manager to accept your resignation from your job (state the job title) as of a particular date. Indicate that you are willing to do whatever you can to organize material or document procedures to help another worker assume your duties. In the second paragraph, thank the manager for the opportunity to work for the company and wish the company continued success. You need not give a reason for your resignation.

When you leave a company’s employ, you may retain some of the benefits of having worked for the company. For example, if you were employed by the company for several years, you may draw benefits from a pension or retirement plan. Keeping health insurance coverage when changing jobs is a serious concern for many workers. COBRA (Consolidated Omnibus Budget
Reconciliation Act) is a law that gives employees the right to continue health insurance coverage for at least 18 months after leaving the company. The employee must have been covered while employed. The worker must pay the cost of the insurance coverage. However, the cost will be at the company’s group rate. This cost is usually lower than the cost an individual would pay for purchasing insurance.

**Job Portfolio**

A job portfolio is a file containing documents, work samples, and information related to employment. A job portfolio can be very helpful when applying for a new job or being interviewed. Keep items such as the following in your job portfolio:

- Copies of your resume in hard copy and electronic formats
- Sample letters of application and thank-you letters
- Your job search diary that includes job search activities and contact persons
- Copies of any awards or honors you have received
- Letters, notes, and other items related to your work
- Programs and newsletters that report your participation in school or community activities
- School transcript of courses completed
- Diplomas and certificates of completion of courses
- A detailed work history (job descriptions, evaluations, and related information about earlier full-time positions and about your current position)
- Samples of your work or pictures and descriptions of projects or work completed

As you begin full-time employment or continue your education, continue to broaden your awareness of jobs and career possibilities. Update your job portfolio frequently to reflect new skills, talents, and experiences.
REVIEWING THE TOPIC

1. Why is orientation provided for new employees?
2. What general references will aid a new employee in learning about the company?
3. List five of the factors generally considered in an employee evaluation.
4. Describe the steps employees might follow in evaluating their own performance.
5. How can an employee learn about promotional opportunities in the company?
6. What types of changes in an organization may lead to a worker changing jobs?
7. What topics are usually discussed at an exit interview?
8. What services are provided by outplacement firms?
9. What is a typical amount for a severance payment?
10. What is job hopping, and what impression may it give a prospective employer?
11. What does COBRA provide employees?
12. What types of information or documents should be included in a job or career portfolio?

MAKING DECISIONS

Bill and Yoshi both accepted full-time jobs in a local company where they had worked during the summers for the last two years. They received information about when they should report for their first day of work and about the first day’s schedule of orientation meetings. Bill called Yoshi and said, “Yoshi, did you see the schedule for orientation on Monday, our first day at work? Don’t you think we can skip most of the day? I’d say we should plan to arrive at three o’clock when we will learn from our managers what exactly they want us to do on our jobs. Why should we waste our time hearing about things we already know? What do you think?”

1. What types of important information are likely to be presented at the orientation meeting?
2. What impression will the employer have of Bill and Yoshi if they do not attend the orientation meeting?
3. The orientation meeting is being held during regular working hours. Do Bill and Yoshi have a right to decide not to attend this work activity? What might be the result of not reporting for work?
THINKING CRITICALLY

When you begin a job, you will be asked to complete employment-related forms. Critical thinking will be required as you make decisions about issues related to federal tax withholding allowances.

1. Open and print the PDF file CH13 FW4 from the data files. This file contains an Employee's Withholding Allowance Certificate, commonly called a W-4 Form. (This form is current for 2005. Your instructor may give you a form for the current year or instruct you to download a current form from the Internal Revenue Service Web site.)

2. Assume that you are single and have no children or other dependents. Read the instructions on the form and complete the Personal Allowance Worksheet section of the form. Then complete the Employee's Withholding Allowance Certificate portion of the form, which you would give to your employer for use in withholding federal taxes from your pay. See Figure 13-2.1 on page 536 for a sample completed certificate.

3. Read the Privacy and Paperwork Reduction Notice on the second page of the form. What will failure to provide a properly completed form result in?

.Topic 13-2  ACTIVITY 1

Letter of Resignation

You have worked for Hinkle Trucking as an administrative assistant for four years. You have accepted a new job, and you must resign from your current position.

1. Write a letter of resignation to your manager, Mr. Juan Alverez. Use the current date for your letter and make the date of your resignation two weeks from today. The company address is 24 Motor Way, Ferguson, KY 42502-0024.

2. Because this is a personal business letter, print the letter on plain paper. Include your return address on the two lines above the letter date. Assume your address is 34 Apple Street, Ferguson, KY 42502-8834. Format the letter in block style with open punctuation.

3. Review your letter for the five Cs of effective correspondence. Remember to use the you approach. Proofread carefully and correct all errors. Print the letter.
When you enter the workforce, you may not have the skills or education needed for the job you have chosen as your career goal. In many careers, a worker may hold an entry-level job while gaining further education or experience to prepare for a higher-level job. In this activity, you will research resources available for career training and education.

1. Identify a job in a career area that interests you, but for which you are not currently qualified.

2. List the qualifications for this job. You may find the required skills, education, and work experience for the job by reading job advertisements or job descriptions found in newspapers. You can also find information on job boards or in job postings on company Web sites. The *Occupational Outlook Handbook*, available online at the Bureau of Labor Statistics Web site, gives information about training and other requirements for many jobs.

3. Identify resources that will help you gain the education or skills needed for this job. Consider colleges, universities, vocational/technical schools, adult education programs, professional associations, and private training companies. Many schools have Web sites that provide a list of courses available. Remember that many colleges offer courses via the Internet, so do not limit the resources to those available in your local area. List each school or organization you identify and the program or course available that relates to this job.
Summary

Conducting an effective job search is critical in securing a job that matches your interests and skills. Proper orientation to a new job and continuous efforts to improve your performance can aid in your success and lead to opportunities for promotion. Realistic self-evaluation and planning to secure needed education, training, and experience are important in carrying through your long-term career strategy. Review the following points related to these concepts:

- A career strategy is thinking ahead to a career goal and considering your first job in relation to that goal.
- A number of sources are available that may help you locate jobs. These sources include friends, relatives, former employers, placement services, sites on the World Wide Web, newspapers, employment agencies, and government job announcements.
- A carefully prepared resume and a letter of application will give your qualifications for a job.
- An interview is your opportunity to convince the interviewer that you have the education, skills, experience, and attitudes to be successful in the job. You may be asked to complete a job application when you arrive for an interview.
- A follow-up letter should be sent after an interview to thank the interviewer and to express continued interest in the job.
- A job diary will be helpful if you are called for a second interview or interview for another job with the same company at a later time.
- Learning on the job is expected and is considered a normal part of your total orientation. Some of the learning is guided by an experienced person, and some is done on your own.
- Information from performance reviews may be used in determining pay increases, promotions, employee disciplinary actions, or dismissals and in setting goals for the employee.
- Evaluating your own performance is important to your effectiveness on the job.
- Striving for continuous improvement can help you be more productive in your present position and may lead to promotional opportunities.
- Professional and trade associations, college, universities, and other organizations provide many opportunities for individuals to improve their work skills and knowledge.
- Job changes are common in today’s business world. A job change may be the worker’s choice or the company’s choice.
Job termination procedures may vary widely. Typically, you will be given a written notice stating that you are dismissed from the company’s employ and the reason for the dismissal. You may be asked to attend an exit interview.

When possible, give the company at least two weeks’ notice when quitting a job. Always submit a formal resignation letter.

Keep items such as your resume, job search diary, work history, diplomas, work samples, and other related information in your job portfolio.

Key Terms

- benchmarks
- career goals
- career strategy
- downsize
- employment
- application
- interview
- job board
- job description
- job portfolio
- job scout
- letter of application
- performance review
- promotion
- reference
- resignation letter
- resume
- severance pay

Chapter 13  ACTIVITY 1

Changing Jobs Interview

You can learn a great deal from talking with people about their experiences with a job search and beginning a new job. In this activity, you will interview someone who has changed jobs recently.

1. Identify someone who began a new job within the past year, preferably in a field in which you are interested.

2. Interview this person asking the questions below. Prepare a written report to summarize your findings. Include the name of the person you interviewed in your report.
   - What are the organization’s name and the nature of the organization’s business?
   - What is your job title?
   - How did you learn about the job?
   - What were the key questions you were asked during your interview for the job?
   - What did you find appealing about the job offer?
   - Has the job turned out to be as you thought it would be?
   - How were you introduced to your job tasks and duties? Was any type of training provided?
   - What challenges have you faced in adjusting to the new job?

3. Write a thank-you letter to the person you interviewed. Thank the person for helping you and mention a couple of points from the interview that you found particularly interesting or unexpected. Mail one copy of the letter and give another copy to your instructor.
Chapter 13 | ACTIVITY 2

Role Playing Job Interviews

The interview is a critical step in a job search. In this activity, you will role-play being the applicant interviewed and being the person interviewing an job applicant.

1. As a class, select four or five different beginning positions for which students will apply. Choose positions based on the job interests and abilities of the class.

2. In teams of two, identify one person to play the interviewer and the other to play the applicant. For the interview, choose one of the positions identified earlier.

3. As the interviewer, develop a list of questions related to this particular job. Also write questions that will reflect attitudes related to responsibility, initiative, creative thinking, and ethics.

4. As the applicant, develop a resume to show your qualifications and interests related to this job. Develop a list of questions you plan to ask the interviewer about the job. Anticipate questions that you expect to be asked during the interview and plan your answers.

5. Conduct (role play) the interview. As the interviewer, complete an evaluation form for the applicant. (Open and print the PDF file CH13 Interview from the data files. This file contains the evaluation form.) As the applicant, respond to the questions asked as though you were actually taking part in a real interview. Review the evaluation completed by the interviewer to learn about areas for improvement.

6. Working in the same team or another as assigned by your teacher, switch roles. Repeat the interview preparation and role playing.