### Table of Contents

#### INTRODUCTION TO HEINZ CAREER SERVICES

- Office Information ........................................................................................................... 4
- Meet the Staff .................................................................................................................. 4
- Handshake ....................................................................................................................... 6

#### PREPARING FOR YOUR JOB SEARCH

- Values & Skills Assessments ......................................................................................... 7
- Doing Your Research ...................................................................................................... 7

#### APPLYING FOR JOBS

- Tips for Writing Resumes .............................................................................................. 15
- Internship Search Timeline ........................................................................................... 15
- Job Search Timeline ....................................................................................................... 16
- Job Search Assistance Fund .......................................................................................... 18
- Common Job Roles ......................................................................................................... 18
- Internship Information ................................................................................................... 14
- Internship Requirements ............................................................................................... 14

- Common Employers ....................................................................................................... 14
- The Goals of a Cover Letter ......................................................................................... 25
- Cover Letter Language ................................................................................................. 29
- Style Guidelines ............................................................................................................ 25
- Cover Letter Outline .................................................................................................... 26
- The Mock Interview ..................................................................................................... 29
- The Behavioral Interview ............................................................................................. 29
Practice Interview Questions .................................................................30
Sample Questions to ask the Interviewer .............................................................30
This guide was designed specifically to help you prepare for your job and internship search.

Unless otherwise noted, the information in this packet was developed by Heinz Career Services Staff.

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Consider the environment – please print double–sided when possible.
INTRODUCTION TO HEINZ CAREER SERVICES

Office Information

Office location: Suite A008 (on the lower level of Hamburg Hall)
Office email: cs77@andrew.cmu.edu
Office phone: 412-268-2166
Hours of operation: Monday through Friday, 8:30am – 5:00pm

*After-hours appointments scheduled by request.*

Meet the Staff

Ron Delfine, Director (rdelfine@andrew.cmu.edu)
Ron is responsible for providing a comprehensive range of services, programs, and materials focusing on career exploration, skill development and placement services to Heinz students. He is also responsible for expanding the base of organizations interested in offering employment opportunities to students graduating from Heinz. He previously worked as an executive recruiter for Crown Advisor Inc. based in Pittsburgh, and has also worked in the Carnegie Mellon Career Center as a Career Consultant for the College of Business Administration and the Mellon College of Science. Ron holds a Bachelor of Science in Secondary Education and a Master of Arts in Student Affairs in Higher Education, both from Indiana University of Pennsylvania.

Terri Mohler, Associate Director (terri@cmu.edu)
*Advisor for MISMs, MSISPMs, and MSITs*
Terri advises and provides career development resources for ISM students, focusing on the BIDA, MSISPM, and MSIT students. Prior to joining Heinz College, Terri advised international students participating in the cooperative education program at Drexel University in Philadelphia. In that role, she also developed international job opportunities and managed work abroad programs in various countries. Terri obtained her Bachelor of Arts at McGill University in Montreal, Canada, before completing her Master of Science in Higher Education Administration at Drexel University. In between, she spent a year teaching English as a second language in Barcelona, Spain.

Christine Sundry, Career Advisor (christine.sundry@cmu.edu)
*Advisor for MISMs*
Christine assists the students with the various aspects that encompass the internship and job search such as resume and cover letter writing, interview preparation and counseling in all areas of professional etiquette and development. Christine began her career as a Career Services Director for a technical, proprietary school and later transitioned to CMU, as the MISM Career Advisor from 2003-2005. Before returning to Heinz and MISM, Christine served as a Career Counselor and Internship Coordinator for Saint Vincent College (also her alma mater) and assists CMU’s Engineering and Technology Innovation Management program in a similar capacity. She is happy to once again be serving the Heinz and the MISM population, bringing along her 13 years of experience in higher education.

Alex Tambellini, Assistant Director (tambellini@cmu.edu)
*Advisor for MISM*
Alex joined the Heinz College Career Services Staff in November 2016. She advises and provides career development support to Master of Information Systems Management (MISM) students, focusing specifically on Global MISM and 12-Month Summer Start MISM students. Alex is also the primary point of contact within Heinz College Career Services for students at the Adelaide, Australia campus. Prior to joining Heinz College, Alex managed student programs at the University of Pittsburgh Center for Global Health. In that role, Alex worked closely with graduate students pursuing global health education and international internship opportunities throughout the entirety of the student lifecycle. Alex
obtained her Bachelor of Arts at Duquesne University in Pittsburgh, PA, and her Master of Education in Higher Education Management at the University of Pittsburgh.

Anita Nichols, Associate Director (anitanichols@cmu.edu)

Advisor for MSPPMs and MPMs
Anita advises full-time MSPPM and part-time MPM students. She joined the Heinz College Career Services staff after serving as the Director of Programs for the Local Government Academy. At LGA she was responsible for program coordination, curriculum development, event planning, and the Municipal Intern Program. Anita has also worked as a Community and Economic Development Educator in a joint position with the Penn State Cooperation Extension and Smart Growth Partnership. She graduated from Shippensburg University with a degree in Geography, with a concentration in Regional Planning. While at Shippensburg, Anita worked in the Career Education Department advising students on career options. She completed the MPM degree from the Heinz College with a concentration in Higher Education Administration.

Maureen May, Associate Director (mm@andrew.cmu.edu)

Advisor for MEIMs and All Heinz Employer Relations
Maureen worked for the CMU main Career Center as the Assistant Director for Employer Relations before coming to Heinz, where she specialized in campus events, sponsorship opportunities, connection with key campus contacts and student organizations. Before that, she worked for the University of Pittsburgh in Career Counseling and Employer Relations as well. She obtained her Bachelor’s degree from Saint Vincent College before attending Indiana University of Pennsylvania for her Masters in Student Affairs in Higher Education.

Jessica Bowser Acrie, Assistant Director (jabowser@andrew.cmu.edu)

Advisor for MAMs
Jessica assists MAM students with their internship and job searches including interview preparation, cover letter and resume review. She coordinates events for Heinz Career Services and oversees the Internship Opportunity Fund, which raises financial aid for students to complete their internships. Jessica received her Master of Arts Management from Carnegie Mellon University and her BFA in Theatre from Point Park University. She has over a decade of nonprofit arts administration experience in both the performing and visual arts and has worked for Roundabout Theatre Company, Williamstown Theatre Festival, and the Children’s Museum of Pittsburgh.

Diane Taylor, Assistant Director (detaylor@andrew.cmu.edu)

Advisor for HCPMs, MS-DCs, and MS-DAs
Diane joined the Heinz Career Services team in February 2017. She provides support and innovative career strategies to students during their job/internship searches. Prior to her role at Heinz College, Diane was the Assistant Director of the Career & Professional Development Center. In this role, Diane acted as the liaison to Dietrich College of Humanities and Social Sciences, and advised both graduate and undergraduate students. Additionally, Diane worked at the University of Pittsburgh at the Katz Graduate School of Business, where she advised MBA students on academic and career-related matters. She also has an extensive background in K-12 education.

Kelly George, Recruitment Coordinator (kgeorge1@andrew.cmu.edu)

Kelly joined the Heinz Career Services staff in December 2016. She is responsible for coordinating the logistical details for on-site visits and events with employers for all programs. Before coming to the Heinz college, Kelly worked as an Administrative Assistant at MAYA Design. She obtained her Bachelor of Arts from the University of Pittsburgh in History of Art and Architecture.
Handshake

Getting started

Handshake is the online recruiting platform used by CMU and Heinz College. As a current student, you should have received an email inviting you to join Handshake. Please contact the Heinz Career Services office if you have not received information.

- [Handshake log-in page](#)
- Helpful training videos and information for students and alumni can be accessed [here](#).
PREPARING FOR YOUR JOB SEARCH

Values & Skills Assessments

Before you begin your job or internship search, it is important to identify what your strengths are and what you value in the workplace. One good way to do this is to conduct a personal value and skill assessment. This can be especially important if a) you don’t have much prior work experience or b) you aren’t sure what you are looking for in your next job move.

Know the answer to questions such as:

1. Do you like jobs that require logic rather than creativity?
2. Do you like jobs that involve travelling and the outdoors rather than an indoor office?
3. What news topics usually catch your attention?
4. Are you comfortable being the center of attention?
5. Would you prefer to work in a large corporate business rather than in a small business or alone?
6. Would you prefer a high paying stressful job over a lower paying less stressful job?
7. Would you like a job where you were held responsible for the overall success of a project?

Once you can articulate to yourself what it is you are looking for in a job or career, you will then be ready to conduct a meaningful job search. Knowing this information will also help you explain to employers why you are interested in a position, or why you would be a good fit with their organization.

Doing Your Research

The first step to a successful job hunt is to do your research. Research the employer, the nature of the work, the career paths available, and what kinds of skills and qualifications are desired.

The following two sections of this guide will break down common types of jobs and employers for people in your degree program. This is not a comprehensive list, but it will give you an idea of what is reasonable to expect after Heinz.

Additional publications with employer and job information are available in the Career Services library, as well as in the Document Library in Handshake. To learn more about a specific type of job or type of employer, see a career advisor and ask for a list of relevant alumni you can contact to ask specific questions.
Common Job Roles

Information Security Governance/Risk Management

**Nature of Work:** Information Security Governance, or ISG, is a subset discipline of Corporate Governance focused on information security systems and their performance and risk management.

IT security governance is the system by which an organization directs and controls IT security (adapted from ISO 38500). IT security governance should not be confused with IT security management. IT security management is concerned with making decisions to mitigate risks; governance determines who is authorized to make decisions. Governance specifies the accountability framework and provides oversight to ensure that risks are adequately mitigated, while management ensures that controls are implemented to mitigate risks. Management recommends security strategies. Governance ensures that security strategies are aligned with business objectives and consistent with regulations.

NIST describes IT governance as the process of establishing and maintaining a framework to provide assurance that information security strategies are aligned with and support business objectives, are consistent with applicable laws and regulations through adherence to policies and internal controls, and provide assignment of responsibility, all in an effort to manage risk.

Enterprise security governance results from the duty of care owed by leadership towards fiduciary requirements. This position is based on judicial rationale and reasonable standards of care. The five general governance areas are:

1. Govern the operations of the organization and protect its critical assets
2. Protect the organization’s market share and stock price (perhaps not appropriate for education)
3. Govern the conduct of employees (educational AUP and other policies that may apply to use of technology resources, data handling, etc.)
4. Protect the reputation of the organization
5. Ensure compliance requirements are met

"Governing for enterprise security means viewing adequate security as a non-negotiable requirement of being in business."

**Earnings:** The median annual wage of US IT Security Governance/ IT Risk Management Leads was $110,000 in January 2012.

*The above information is excerpted from US-CERT, LinkedIn and Indeed.*
Information Security Analyst

**Nature of Work:** Information security analysts use information technology (IT) to advance their organization’s goals. Security analysts ensure a firm’s information stays safe from cyberattacks. Information security analysts plan and carry out security measures to protect an organization’s computer networks and systems. Their responsibilities are continually expanding as the number of cyberattacks increase.

Information security analysts typically do the following: research the latest information technology security trends; monitor their organization’s networks for security breaches and investigate a violation when one occurs; help plan and carry out an organization’s way of handling security; develop security standards and best practices for their organization; install and use software, such as firewalls and data encryption programs, to protect sensitive information; recommend security enhancements to management or senior IT staff; and help computer users when they need to install or learn about new security products and procedures. Information security analysts must continually adapt to stay a step ahead of cyberattackers. They must stay up to date on the latest methods attackers are using to infiltrate computer systems and on IT security. Analysts need to research new security technology to decide what will most effectively protect their organization.

IT security analysts create their organization’s disaster recovery plan, a procedure that IT employees follow in case of emergency. The plan lets an organization’s IT department continue functioning. It includes preventative measures such as regularly copying and transferring data to an offsite location. It also involves plans to restore proper IT functioning after a disaster. Analysts continually test the steps in their recovery plans. Many information security analysts work with an organization’s Chief Technology Officer (CTO) to design security or disaster recovery systems.

**Qualifications:** Most of these workers have a bachelor’s degree in a computer-related field. Information security analysts and network architects usually need experience in a related occupation, and additional knowledge of web programming languages can be helpful for web developers.

**Locations/Inudtries:** Information security analysts held about 75,100 jobs in 2012. The industries that employed the most information security analysts, web developers and computer network architects in 2012 were computer systems design and related services (27%), Information (10%), finance and insurance (19%), and management of companies and enterprises (8%). Most information security analysts work full time.

**Employment Change:** Employment of information security analysts is projected to grow 27 percent from 2012 to 2022, much faster than the average for all occupations.

**Earnings:** The median annual wage of information security analysts was $86,170 in May 2012. The lowest 10 percent earned less than $49,960, and the top 10 percent earned more than $135,600.

*The above information is excerpted from the U.S. Department of Labor, Bureau of Labor Statistics’ website.*
Information Security Architect

**Nature of Work:** A security architect is the individual who is responsible for maintaining the security of a company’s computer system. They must think like a hacker would, because they must anticipate all of the moves and tactics that hackers will use to try and gain unauthorized access to the computer system. They sometimes have to work odd hours, and they must constantly stay current on the latest developments both on the security end and the attacking end. Many information technology experts feel that the best security architect’s are former hackers, making them very adept at understanding how the hackers will operate.

A security architect’s first duty when beginning a new job is to gain a thorough understanding of the company’s systems. They must learn who has access and where the weak points of the systems are. They then must recommend ways to improve and update the security of the company’s computers. They must be able to recommend ways to improve a system’s security through both hardware and software. The next duty of a security architect is to set user policies and protocols, monitor them, and enforce them. They must also set up countermeasures that protect the system when an unauthorized user attempts to gain access to the system.

**Employment Change:** The job outlook for security architects, like almost every position in the information technology realm, is quite good. The number of computers worldwide is constantly increasing, and with more users comes more opportunities for IT professionals. As well as the increase in computers, there is also an increase in the number of hackers trying to obtain illicit access to companies’ computer systems. This will allow security architects to prove their worth to companies by stopping these attacks before they gain access to valuable company information. The future is very bright for security architects.

**Earnings:** Becoming a security architect is not the highest paying job in the information technology field, but it does pay quite well. The vast majority of security architects earn in the neighborhood of $50,000 TO $90,000 a year, depending on their experience level and amount of responsibility. Obviously, the bigger the company, the more computers and systems that the security architect will have to protect. Larger companies will usually pay well over six figure salaries to their security architects. The most common salary level for security architects is in the neighborhood of $65,000.

*The above information is excerpted from the INFOSEC Institute’s website.*
Information Systems Security Engineer

**Nature of Work:** An information systems security engineer (ISSE) helps businesses safeguard sensitive data including confidential client data, trade secrets and financial records. These engineers belong to an evolving profession, since hackers and cyber criminals are constantly coming up with new ways to infiltrate protected databases. Education and experience are the two most valuable commodities for an aspiring ISSE.

In their work ISSEs are generally responsible for updating information systems, implementing security features, researching security breaches and matching technological capabilities to a company's current needs.

Other responsibilities that the security engineer is responsible for are planning, coordinating, and implementing security measures for information systems to regulate access to computer data files and prevent unauthorized modification, destruction, or disclosure of information. They also encrypt data transmissions and erect firewalls to conceal confidential information as it is being transmitted and to keep out tainted digital transfers. Developing plans to safeguard computer files against accidental or unauthorized modification, destruction, or disclosure and meeting emergency data processing needs are also common.

Other responsibilities of security engineers could include reviewing violations of computer security procedures and discussing procedures with violators to ensure violations are not repeated; monitor use of data files and regulating access to safeguard information in computer files; monitoring current reports of computer viruses to determine when to update virus protection systems; modifying computer security files to incorporate new software, correct errors, or change individual access status; performing risk assessments and executing tests of the data processing system to ensure functionality of data processing activities and security measures; and confering with users to discuss issues such as computer data access needs, security violations, and programming changes. Training users and promoting security awareness to ensure system security and to improve server and network efficiency, as well as coordinating implementation of computer system plan with establishment personnel and outside vendors, may also be included.

**Employment Change:** According to the Bureau of Labor Statistics, most computer and information systems managers, including information systems security engineers, work full-time with about a third of such professionals reporting having worked more than 40 hours per week in 2012. Few engineers are able to work from home, but may need to supervise computer support technicians who telecommute. Few injuries, illnesses, and physical demands are associated with this career.

**Earnings:** The mean annual wage of computer and information systems managers was $120,950 in May 2012.

*The above information is excerpted from Education Portal.com’s website.*
Product Manager

**Nature of Work:** As Product Manager, you will guide a team that is charged with a product line contribution as a business unit. This extends from increasing the profitability of existing products to developing new products for the company. You will build products from existing ideas, and help to develop new ideas based on your industry experience and your contact with customers and prospects. You must possess a unique blend of business and technical savvy; a big-picture vision, and the drive to make that vision a reality. You must enjoy spending time in the market to understand their problems, and find innovative solutions for the broader market.

You must be able to communicate with all areas of the company. You will work with an engineering counterpart to define product release requirements. You will work with marketing communications to define the go-to-market strategy, helping them understand the product positioning, key benefits, and target customer. You will also serve as the internal and external evangelist for your product offering, occasionally working with the sales channel and key customers.

A product manager's key role is strategic, not tactical. The other organizations will support your strategic efforts; you won't be supporting their tactical tasks. Key responsibilities may include managing the entire product line life cycle from strategic planning to tactical activities; specifying market requirements for current and future products by conducting market research supported by on-going visits to customers and non-customers; driving a solution set across development teams (primarily Development/Engineering, and Marketing Communications) through market requirements, product contract, and positioning; developing and implementing a company-wide go-to-market plan, working with all departments to execute; and analyzing potential partner relationships for the product.

**Earnings:** Salary expectations for product management positions average about $95,900 per year in 2010. A person can make more money as they advance into more senior product management or director positions. The outlook for careers in product management are very good in companies that keep up with technology and stress sales and marketing as cornerstones for the organization.

The above information is excerpted from Pragmatic Marketing and State University.com.
IT Security Consultant

**Nature of Work:** Just how susceptible is a company's computer system to an attack? IT security consultants assess the vulnerability of systems by performing penetration tests. You'll also work with clients and technically manage security projects. The IT security consultant also helps with risk analysis and mitigation techniques and provides incident response and forensics.

Sometimes referred to as Computer/Network Security Consultants, they protect computer systems and networks against hackers, spyware, and viruses. No company or government agency can afford to have a serious breach in the security of its computer system. New technologies and an unending supply of creative hackers around the world keep the field challenging.

Increasing security threats, such as computer hackers, are causing business to move towards hiring security consultants to prevent these events from occurring. High-paying salaries in a quickly growing field can await security consultant professionals. A security consultant uses his or her subject-matter expertise to advise companies in securing and protecting information capital, such as computer systems or other items. Specializations for security consultants exist in areas such as building security, computer security or natural/manmade disaster security. Security consultants may work for consulting firms or as self-employed contractors.

Security consultants may advise that companies perform more rigorous background checks prior to hiring new people or train employees on measures to improve the security of property or information. Security consultants may assess existing IT systems and infrastructures for weaknesses and then develop and implement IT security solutions to prevent unauthorized access, data modification or data loss. They could also determine physical security risks, such as threats of violence in the workplace, and then implement solutions to lessen those risks.

**Locations/Industries:** Security Consultants can often work from home, and top-level pros command big paychecks.

**Employment Change:** Security Consultant positions are expected to grow 27.8 percent by 2022.

**Earnings:** The median annual wage of security consultants is $102,000 with a top paying salary of $156,000 in October 2012.

*The above information is excerpted from Education Portal.com and CNN Money.com.*
Common Employers

MSISPM placement with employers is tracked twice a year in December and May. Details including employer name, job title, and location as well as salary and sector statistics are posted to the website.

You can view previous employer information here.

Internship Information

A full-time internship will provide you with the opportunity to apply the management and technical skills learned during the first year of the program, gain further professional experience and develop a strong context for the second-year concentration coursework.

As a MSISPM student, you'll have to complete an internship in the summer between your first and second years to gain first-hand, real-world experience. Students may conduct internships in many different industries, including finance, consulting, technology, and government agencies. You will not receive academic credit for your internship, but it will be reflected on your transcript as a course with a Pass/Fail grade.

Internship Requirements

- Fill out the Internship Approval Form and return it to the Career Services Office.
- The internship should be for a minimum of ten weeks full-time (400 hours).
- The internship should allow you to apply skills you have acquired in your first year of study.

Students should view the Student Internship Guidelines for more information, and provide the employers with the Guidelines for Internship Supervisors so they're fully aware of their roles and responsibilities.

For International F1 Visa Students: You must apply for Curricular Practical Training (CPT) employment authorization for your summer internship. CPT authorization is required regardless of the internship being paid or unpaid. CPT is only available to F-1 students who have not graduated and who have been enrolled on a full-time basis for one full academic year (i.e. fall and spring.) If your degree program requires you to do a summer internship, you can qualify for CPT. Processing CPT may take up to 1 week and you cannot begin employment until you receive authorization. CPT guidelines, forms and instructions can be found at the CMU Office of International Education’s website.
APPLYING FOR JOBS

Internship Search Timeline

We strongly encourage you to begin your research and prepare for your internship search in the fall of your first year. By starting your search early, you won’t miss out on potential opportunities. Career Services will assist you with your internship search, but please remember we do not match students with employers; obtaining an internship is your responsibility. We encourage you to take the following steps to ensure a successful internship outcome.

AUGUST
- Order business cards. After meeting someone, they are the best way to guarantee that you will be remembered. You can order business cards through CMU Printing and Mailing Services [here](#).
- Update your resume
- Gain access to Handshake to upload your resume and view internship listings.
- Gather your interview clothes from home for the fall job fairs
- Research your chosen industry

SEPTEMBER
- Have your resume reviewed by your career advisor
- Participate in a mock interview
- Upload your resume into Handshake/TartanTRAK
- Attend the Business Opportunities Conference (BOC) and Technical Opportunities Conference (TOC)
- Attend relevant workshops

OCTOBER/NOVEMBER
- Follow-up on leads from the BOC and TOC
- Attend relevant networking events
- Attend relevant Information Sessions, which can be found in Handshake/TartanTRAK
- Attend relevant workshops, Convocations and Vistas

DECEMBER/JANUARY
- Update your resume with your new GPA, relevant academic projects, coursework, etc.
- Have your resume reviewed by your career advisor
- Upload your revised resume in Handshake/TartanTRAK
- Start to look closely in Handshake/TartanTRAK for internship posting and begin applying
- Begin utilizing your personal network for internship leads as well as checking company websites
- Attend relevant workshops, convocations and Vistas

FEBRUARY
- Continue to apply to internships through Handshake/TartanTRAK, company websites and personal network
- Interview with various organizations
- Attend relevant networking events
- Attend the Employment Opportunity Conference (EOC)
- Attend relevant Information Sessions, which can be found in Handshake/TartanTRAK
Attend relevant workshops, convocations and Vistas

**March**
- Continue to apply to internships through Handshake/TartanTRAK, company websites and personal network
- Continue to interview for internships
- Attend relevant networking events
- If you are ready to make a decision on your offers, don’t forget to utilize your career advisor for advice
- If you have accepted your offer, please professionally decline your other offers

**April**
- Continue to apply to internships through Handshake/TartanTRAK, company websites and personal network
- Continue to interview for internships
- If you are ready to make a decision on your offers, don’t forget to utilize your career advisor for advice
- If you have accepted your offer, please professionally decline your other offers
- Connect with other interns relocating to your new city to share housing

**May**
- If you are an F-1 Visa student, you must apply for CPT.
- Submit your internship reporting form once your internship is secured.

**June – August**
- Look for Heinz and Carnegie Mellon events your city and attend to network with other interns

**Job Search Timeline**

**August**
- Update your resume including GPA, new relevant courses and experiences
- Upload your revised resume in Handshake/TartanTRAK
- Start to look closely in Handshake/TartanTRAK for posting and begin applying
- Begin utilizing your personal network for leads as well as checking company websites
- Gather your interview clothes from home for the fall job fairs
- Continue to research your chosen industry

**September**
- Have your resume reviewed by your career advisor
- Participate in a mock interview
- Attend the Business Opportunities Conference (BOC) and Technical Opportunities Conference (TOC)
- Follow-up on leads from the BOC and TOC
- Continue to apply for positions through Handshake/TartanTRAK, company websites and personal network
- Attend relevant workshops

**October and November**
- Attend relevant networking events
- Continue to apply to positions through Handshake/TartanTRAK, company websites and personal network
Interview with various organizations
- Attend relevant Information Sessions, which can be found in Handshake/TartanTRAK
- Attend relevant workshops, Convocations and Vistas
- Participate in relevant case challenges
- If you are ready to make a decision on your offers, don’t forget to utilize your career advisor for negotiating advice
- If you have accepted your offer, please professionally decline your other offers
- Connect with other new graduates relocating to your new city to share housing

DECEMBER
- Continue to apply for positions through Handshake/TartanTRAK, company websites and personal network
- Interview with various organizations
- Attend relevant Information Sessions, which can be found in Handshake/TartanTRAK
- If you are ready to make a decision on your offers, don’t forget to utilize your career advisor for negotiating advice
- If you have accepted your offer, please professionally decline your other offers
- If you are seeking OPT, paperwork will be due
- Congratulations if you are graduating! Don’t forget to report your full time job to Career Services.

JANUARY
- Update your resume with your new GPA, relevant academic projects, coursework, etc.
- Have your resume reviewed by your career advisor
- Upload your revised resume in Handshake/TartanTRAK
- Start to look closely in Handshake/TartanTRAK for posting and begin applying
- Continue utilizing your personal network for leads as well as checking company websites
- Attend relevant workshops, Convocations and Vistas

FEBRUARY
- Continue to apply for positions through Handshake/TartanTRAK, company websites and personal network
- Continue to interview
- Attend relevant networking events
- Attend the Employment Opportunity Conference (EOC)
- Attend relevant Information Sessions, which can be found in Handshake/TartanTRAK
- Attend relevant workshops, Convocations and Vistas

MARCH
- Continue to apply for positions through Handshake/TartanTRAK, company websites and personal network
- Continue to interview
- Attend relevant networking events
- If you are ready to make a decision on your offers, don’t forget to utilize your career advisor for negotiating advice
- If you have accepted your offer, please professionally decline your other offers

APRIL
- Continue to apply for positions through Handshake/TartanTRAK, company websites and personal network
- Continue to interview
- If you are ready to make a decision on your offers, don’t forget to utilize your career advisor for negotiating advice
- If you have accepted your offer, please professionally decline your other offers
· Connect with other new graduates relocating to your new city to share housing

**MAY**
· If you are seeking OPT, paperwork will be due
· Congratulations on your graduation! Don’t forget to report your full time job to Career Services.

**JUNE – AUGUST**
· Look for Heinz and Carnegie Mellon events in your city and attend to network with other alumni

## Job Search Assistance Fund

The Heinz College will provide each master’s student with up to $300 in assistance for reasonable costs of travel associated with job interviews and/or conference attendance with public sector or non-profit organizations. The fund is also available to Second-Year MEIM students for interviews within the for-profit entertainment industry.

This fund is to assist you with your job search and receipts must be submitted within 21 days of the interview. In order to qualify, you must first inquire with the interviewing organization to see if they have funds available to assist you with interview-related travel expenses and document their response. Please view the guidelines and application on the website or in the Handshake Document Library for details and instructions.

## Tips for Writing Resumes

### Get the interview

A resume is a tool which highlights your past experience to demonstrate your ability to perform a job. A resume’s function is not to get you the job; it is to get you the interview. It does this by **structuring** the reader’s thinking, communicating your strengths and abilities, and **grabbing the attention** and motivating the reader to take action.

### Make it easy to read

A prospective employer will scan your resume for no longer than 30 seconds on average. In order for this to work in your favor, your resume must deliver job-relevant information quickly by being easy to skim and extract interesting information.

### Make it relevant to the employer

To gain a competitive edge in the job market, your resume must be well written, error-free, and as **quantitative and objective** as possible in order to convey a clear and concise image of yourself.

Many of the skills and characteristics listed below relate to how employees work, indicating the importance employers place on work style. Your ability to demonstrate to an employer that you have these qualities and skills is just as important as actually possessing them. When you can, point to specific activities or course work that demonstrate these qualities:

- Communication skills, verbal and written
- Teamwork skills
- Interpersonal skills/works well with others
- Motivation/initiative
- Strong work ethic
- Analytical skills
- Flexibility/adaptability
- Computer/technical skills
- Organizational skills
- Leadership
DO:
✓ Make sure everything on your resume supports your job objective.
✓ Focus on the employer’s needs for the position.
✓ Emphasize what you got done, do not simply list your job duties.
✓ Show results, and quantify. When possible, use numbers, percentages, frequency, volume, etc.
✓ Be relevant – mention the specific skills you have to do the job.
✓ Use action verbs to describe your work. (See the list that follows).
✓ Limit length to one page. After you have a couple of years of experience, then go to two.
✓ Be visually appealing and easy to read.
✓ Use consistent formatting.

DO NOT:
✗ Lie on your resume. The truth will be found out and many employers will terminate an employee if false information was provided during the hiring process.
✗ Have any misspellings, bad grammar, or poor punctuation.
✗ Use lengthy phrases, sentences or paragraphs.
✗ Include your birth date, marital status, religious affiliation, and personal philosophies.
✗ Include salary information; save it for the interview. If you are required to give that information, reveal it in the cover letter.
✗ Include a photograph of yourself.
✗ List exact dates (months and years are sufficient).
✗ List your high school information.
✗ List references on the resume – those will be asked for later if needed.
✗ Use pronouns, abbreviations, conjunctions, jargon or buzzwords unless terms are widely known and accepted (as in the case of AFL-CIO or UNICEF).
✗ Be too repetitive with your action words.
✗ Have someone else write your resume. You can ask for advice, but you know yourself best and will have to defend the contents in the interview.

415 Action Words for Describing Your Experience

<table>
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Devised | Fulfilled  
---|---
Diminished | Gained  
Directed | Gathered  
Disapproved | Gave  
Discarded | Generated  
Discovered | Governed  
Displayed | Granted  
Disseminated | Gratified  
Distributed | Grew  
Divided | Grouped  
Documented | Guarded  
Donated | Guided  
Dubbed | Halted  
DRAFTED | Handled  
Drove | Harmonized  
Earned | Hastened  
Eased | Headed  
Edited | Healed  
Effect | Heightened  
ELECTED | Held  
Eliminated | Helped  
Employed | Hired  
Encouraged | Identified  
ENDED | Ignored  
Endorsed | Ignited  
Enforced | Imparted  
Engineered | Impelled  
Enhanced | Implemented  
ENLARGED | Imposed  
Erected | Improved  
Established | Improvised  
Estimated | Inaugurated  
Evaluated | Increased  
Examined | Indicated  
Exceeded | Influenced  
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Executed | Innovated  
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Exhibited | Insisted  
Expanded | Inspected  
Expected | Inspired  
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Expedited | Instigated  
Exposed | Instituted  
Extended | Instructed  
Extracted | Insured  
FACED | Interviewed  
Facilitated | Introduced  
Fashioned | Invented  
Financed | Investigated  
Foresaw | Invited  
Formed | Invoked  
Formulated | Involved  
Fortified | Isolated  
Fought | Issued  
Found | Joined  
Framed | Judged  
JUMPED | Key  
Justified | Lay  
Launched | Led  
Left | Lessened  
Leveled | Lightened  
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Linked | Localized  
Located | Locked  
Maintained | Managed  
Mapped | Marketed  
Matched | Measured  
Merged | Met  
Mitigated | Mobilized  
Moderated | Modernized  
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Motivated | Mounted  
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Negotiated | Nomination  
Nullified | Observed  
Obtained | Offered  
Open | Operated  
Opposed | Organized  
Organized | Originated  
Overcame | Oversaw  
PASSED | Patched  
Paid | Perceived  
Perfected | Performed  
Permitted | Persuaded  
Pledged | Please  
Polished | Possessed  
Predicted | Presided  
Prepared | Pressed  
Presented | Probed  
Presided | Processed  
Pressed | Procured  
Proven | Produced  
Programmed | Programmed  
PROJECTED | Promoted  
Promoted | Proposed  
Proposed | Proved  
Provided | Pruned  
PUBLISHED | Purchased  
Purchased | Pursued  
Quelled | Questioned  
Quickered | Quieted  
Raided | Rallied  
Rallied | Reacted  
Received | Recommended  
RECOMMENDED | Recruit  
Recruited | Rectified  
Rectified | Redesigned  
Reduced | Referral  
Referral | Reformed  
Reformed | Regulated  
Rejected | Related  
Relieved | Reinforced  
Reinforced | Restated  
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Scanned | Scheduled  
Scheduled | Screened  
Screened | Scrutinized  
Scrutinized | Searched  
Searched | Secured  
Secured | Separated  
Separated | Served  
Served | Serviced  
Serviced | Set Up  
Set Up | Settled  
Settled | Shaped  
Shaped | Shaved  
Shaved | Sifted  
Sifted | Simplified  
Simplified | Slow  
Slow | Sold  
SOLD | Solved  
Solved | Sought  
Sought | Sparked  
Sparked | Specified  
Specified | Spelled  
Spelled | Split  
Split | Spoke  
Spoke | Spurred  
Spurred | Staffed  
Staffed | Stated  
Stated | Stood  
Stood | Streamlined  
Streamlined | Strengthened  
Strengthened | Struggled  
Struggled | Studied  
Studied | Submitted  
Submitted | Suggested  
Suggested | Supervised  
Supervised | Supplied  
Supplied | Supported  
Supported | Surpassed  
Surpassed | Surveyed  
Surveyed | Sustained  
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<td>Utilized</td>
<td>Wrote</td>
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</table>
First Name Last Name
3333 Address Avenue Apt 333 ● Pittsburgh, PA 15213 ● (412)-555-1034 ● myresumel@andrew.cmu.edu

EDUCATION
CARNEGIE MELLON UNIVERSITY, Pittsburgh, PA
Master of Information Systems Management, GPA: 3.97/4.00, December 2010
Master of Science in Electrical and Computer Engineering, GPA: 3.88/4.00, December 2008
Bachelor of Science in Electrical and Computer Engineering, GPA: 3.53/4.00, May 2007

RELEVANT EXPERIENCE
CARNEGIE MELLON UNIVERSITY, Pittsburgh, PA
Graduate Teaching Assistant, MISM Department, August 2010 – December 2010
· Taught a graduate level course, Organizational Communications and Distributed Object Technologies, which introduces students to the principles underlying distributed computing and the design of distributed systems
· Arranged office hours to reinforce concepts and assist students in their project assignments that use technologies such as XML, SOAP, Web Services, and J2EE/.Net based application servers

INFOSYS TECHNOLOGIES, Bangalore, India
Intern, Software Engineering and Technologies Laboratory, SETLAB, June 2008 – August 2009
· Researched methods for improving TCP performance in wireless networks
· Designed and implemented a new protocol through modifications in the MAC layer and cross layer signaling
· (protocol was simulated on a network simulator, ns2 using tcl/Otcl and C++)

ACADEMIC PROJECTS
Embedded Systems [C, ARM, XScale Instruction Set], August 20010 – December 20010
· Working on projects involving the XScale processor, developing major portions of the embedded OS, including interrupt handling, memory management, concurrency, serial I/O and a mini-OS employing real time scheduling and bounded priority inversion protocols

Secure Software Systems [C, Linux, VMware, Fortify, TaintCheck], August 20010 – December 20010
· Analyzed and studied techniques to ensure that software is robust and secure
· Performed testing methods such as dynamic and static analysis to examine software for vulnerabilities

Information Systems Management Project, August 2007 – December 2009
· Conducting research for Elliance, an eMarketing firm specializing in online customer acquisition and retention
· Researched, defined and benchmarked the most important metrics for online activities in major industries

· Implemented a UNIX shell that performs job processing and I/O redirection
· Implemented an efficient dynamic memory allocation utility (malloc)

Organizational Communication Technologies [Java, SQL, XML, CORBA], January 2008 – May 2008
· Implemented distributed computing applications and web services using technologies such as XML, SOAP, EJB’s, RMI and utilized the J2EE/.NET architectures

COMPUTER SKILLS
Programming: C, C++, C#, Java, SQL, Intel x86, XScale Assembly, Verilog, Perl, tcl/Otcl, HTML, XML, UML
Platforms/Architectures: Unix, Linux, Windows, Mac OS X, ARM-Xscale
Applications/Technologies: J2EE, .NET, Apache Tomcat, Oracle, Matlab, Minitab, NS2, VMware
Foreign Languages: Malay, Mandarin, Tamil (proficient). Russian, Japanese (academic background)
NAME FIRST LAST
(412) 222-6945
myresume@andrew.cmu.edu
5000 S. Alderson Street #222, Pittsburgh, PA 15222

EDUCATION
Carnegie Mellon University
Master of Information Systems Management (Accelerated Program) Pittsburgh, PA December 2011
Bachelor of Science in Information Systems May 2011
Minors: Public Policy & Management and Business Administration GPA: 3.86

EXPERIENCE
Business Analysis Intern, Allstate, Chicago, IL May – August 2011
• Orchestrated communications between business users and data administrators in a
  large scope data warehouse project
• Gathered requirements and created functional designs for data strategy related projects
• Conducted an analysis on high-level estimation process and tools used, and presented
  the findings and recommendations to the leadership team

eCommerce Product Planning Intern, Bank of America, Charlotte, NC June – August 2010
• Generated process maps and screen capture analysis to support the process of
  streamlining consumer products’ sub-sites on BankofAmerica.com website
• Worked with planning team to update and manage projects in e-Commerce
• Conducted competitor analysis for the student banking team of six

ACADEMIC PROJECTS
TATA Consultancy Services, Project Manager September – December 2011
MISM IS Project, Carnegie Mellon University
• Study different Global Delivery Management models used in the industry
• Analyze trends and features of futuristic models proposed by industry researchers

Pittsburgh Penguins Hockey Club
• Analyze Pittsburgh Penguins’ economic value to the Region

Hearing & Deaf Services, Client Advocate Information Systems Applications, Carnegie Mellon University
September – December 2010
• Scheduled client meetings and coordinated client communications
• Represented client’s interest and point of view in the client’s absence
• Developed a new interpreter scheduling system to replace client’s outdated system

SKILLS
Technical: PHP, MySQL, UML, Java, HTML, ASP.NET, C#, SQL, Microsoft Suite, Dreamweaver, MS Access, VISIO, Minitab, Business Objects
Foreign Languages: Mandarin
Leadership: Community Committee Chair of IS.Net, 2008 – 2009 IS.Net, Carnegie Mellon University
Honors: Johnson & Johnson Case Competition champion Member of Phi Kappa Phi Honor Society Carnegie Mellon Dean’s List for Fall & Spring semester 2007 – 2009 Life Membership of National Honor Society
First Name ‘Nick Name’ Last Name
Address: Fifth Ave, Apt 1, Pittsburgh PA 15232 Telephone: 444-555-2222 (mobile) Email: myresume@andrew.cmu.edu

EDUCATION
Carnegie Mellon University, Pittsburgh, PA
Master of Science Information Security and Policy Management, May 2010
Overall GPA: 3.88/4.00

Punjab Engineering College, Chandigarh, India
Bachelor of Engineering, Computer Science & Engineering, July 2003
Summa Cum Laude

RELEVANT COURSEWORK

EXPERIENCE
IBM, Austin, TX
Intern, Websphere Product Development, June 2009-August 2009
- Developed and deployed a solution to reduce product testing time from 150 mins to 10 mins
- Negotiated timelines and scope of project with 3 remote teams in different time zones

Software Engineering Institute (SEI-CERT), Pittsburgh, PA
Information Security Consultant, September 2009-December 2009
- Performed a systems security and survivability study on a client system to establish security requirements and recommendations
- Performed security risk assessment and modeled the threat environment using Attack Trees and Misuse Cases

Infosys Technologies Ltd. (Asia’s largest IT Consulting Firm), Bangalore, India
IT Consultant – Asia Pacific Operations, September 2003-July 2005
- Worked in a development team to devise a global customer solution for the client, Global Transport and Logistics Firm across 228 countries
- Led a 3 member team to streamline customer queries resulting in 20% lower cost per transaction
- Identified and wrote business requirements, functional specifications and design documents for an enterprise solution that resulted in increased customer base and revenue for the client

SECURITY PROJECTS

Vulnerability Testing Suite: Created a web-based tool to automate IP-Enumeration and vulnerability testing of a network.

Systems Survivability Analysis: Currently working on a survivability analysis for a local client’s information systems and networks.

Hidden Data in Electronic Documents: Researched the privacy implications of hidden data in electronic documents and ways to eliminate it.

TECHNICAL SKILLS
Security Tools: Ethereal, Nmap, NetCat, SuperScan, L0phtCrack, Cain & Abel
Service Oriented Architecture: XML, Web Services; Programming Languages: Java, J2EE, C/C++
Databases: Oracle, MS Access; Applications: IBM Websphere Business Integration, Rational Rose, MS Office

PUBLICATIONS
System Quality Requirements Engineering (SQUARE): Case Study on Asset Management System, Phase I† – Dan Gordon, Ted Stehney, Neha Wattas, Eugene Yu; Advisor – Dr. Nancy R. Mead
Special Report, CMU/SEI-2005-SR-005: A CERT Publication

HONORS & ACTIVITIES
President, College Editorial Board
Conducted literacy camps as an active member of the National Service Scheme (NSS)
Lead Guitarist in the high school orchestra and vocalist in the school choir
Tips for Writing Cover Letters

The Goals of a Cover Letter

a. Identifies the position for which you are applying and how you learned of it.

b. Indicates why you are applying.

c. Describes how your skills match the position requirements.

d. Provides an attractive self-portrait and subliminal reasons why they should interview you.

e. Requests information on next steps and repeats your availability, phone, and email.

Style Guidelines

- **Be Targeted**: Be specific. If possible, indicate a special reason for wanting to work for that particular employer. Discuss your interest and skills for the industry or career field.

- **Be Persuasive**: The letter should be problem-solving oriented and refer to how you can meet the employer or job needs rather than simply listing accomplishments or your desires.

- **Tone**: Be clear and concise. The letter should expand upon the resume and add personal flavor. Give the impression of confidence, but not conceit. It is best not to be clever or cute, but you may choose to be creative, depending on the type of employer to whom you wish to appeal.

- **Be Accurate**: Use correct grammar, punctuation and spelling. Make certain there are no mistakes. Have career counselors and/or individuals you know critique your letters.

- **Be Specific**: Address the letter to an individual rather than to Dear Sir/Madam whenever possible.

- **Paragraphs**: Be brief; keep them short enough to encourage reading.

- **Paper**: Use high quality bond paper with matching envelopes.

- **Print**: Type or laser-print your letter using block or semi-block basic letter styles. The page should be well-balanced.

- **Signature**: Remember to sign your letter by hand after it is printed out, preferably in blue pen.

**Note**: There has been a dramatic increase of letters and resumes sent through email and web application sites. Whenever possible, electronic letters and resumes should be sent as a PDF to decrease the likelihood of formatting issues when it is received by a potential employer. Regardless of the communication mode being used, strong letters will produce a positive first impression. The students who send exceptional letters, on paper or electronically, are noticed and will strongly be considered for job opportunities.
Cover Letter Outline

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

Contact Person
Title
Department
Employer
Address
City State Zip

Date

Dear Mr./Ms./Mrs./Dr. etc (Contact Person)

Paragraph One: Introduction
· Brief
· Mention exact source of job information
· Upbeat and confident tone

Paragraph Two: The Why Paragraph
· Mention three reasons why you are qualified for the job (cross-reference with your resume)
· All three points must awaken the employer’s curiosity
· Prioritize three points strategically (weakest point should go second)
· Keep tone of the sentence fast and smooth – read it aloud to see if it flows

Paragraph Three: The Descriptive Paragraph
· Choose the strongest point from the previous paragraph and provide an in-depth description
· Use quantifiables
· Add information of interest NOT on your resume
· Note a few interesting things about yourself – paint yourself as interesting, likeable, etc.

Paragraph Four: The Closing
· Include next steps – your contact information and plans for follow-up
· Closing – one-sentence recap of the why (don’t repeat yourself) with an emphatic, confident tone without making any demands of the employer outright

Sincerely/Regards,

Your Name Typed

Sample cover letters can be found in the Heinz Career Services document Cover Letter Guide (PDF).
**Cover Letter Language**

**Self-Descriptive Words**
*Use words like those below to add descriptive personal qualities to your letter.*

<table>
<thead>
<tr>
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<th>Detail-Oriented</th>
<th>Independent</th>
<th>Proficient</th>
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<td>Loyal</td>
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<td>Mature</td>
<td>Resilient</td>
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<td>Discrete</td>
<td>Objective</td>
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<td>Analytical</td>
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<tr>
<td>Attentive</td>
<td>Efficient</td>
<td>Perceptive</td>
<td>Self-reliant</td>
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<tr>
<td>Broad-minded</td>
<td>Energetic</td>
<td>Personable</td>
<td>Sense of Humor</td>
</tr>
<tr>
<td>Consistent</td>
<td>Enterprising</td>
<td>Pleasant</td>
<td>Sincere</td>
</tr>
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<td>Enthusiastic</td>
<td>Positive</td>
<td>Sophisticated</td>
</tr>
<tr>
<td>Creative</td>
<td>Extroverted</td>
<td>Practical</td>
<td>Systematic</td>
</tr>
<tr>
<td>Dependable</td>
<td>Honest</td>
<td>Productive</td>
<td>Thorough</td>
</tr>
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</table>

**Action Words**
*Use words like those below to connote a “spirited personality” and a “productive work ethic”.*

<table>
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<tr>
<th>Accelerated</th>
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<th>Led</th>
<th>Provided</th>
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<td>Influenced</td>
<td>Proved</td>
<td>Supervised</td>
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</table>
Preparing for an Interview

The first thing to remember in an interview is that the interviewer does not hold all the power; you need to be interviewing the employer as they are interviewing you. Both you and the employer have to decide if you meet each other’s goals, values and culture. Make sure you know what you are looking for in a company and position.

Plan for the interview questions in advance. Think about your strengths and weaknesses, and how you have developed your skills and characteristics during your classroom experiences, activities, internships, volunteerism, etc. Prepare examples from your experiences to support your answers to questions about your skills or work style. Mock interviews are helpful and can be scheduled with career advisors at any time.

Next, you need to research the employer. Employers are looking for candidates who have done their homework and have a general understanding of the company’s products and/or services. Most companies will have a website that is a wealth of information. In addition, alumni contacts can be helpful as well as company-sponsored information sessions. Talk to a career advisor for information on how to connect with alumni.

The Interview Structure

1. Most interviews will start out with an introduction to establish a relationship between you and the interviewer. Often they will try to help you relax by asking simple questions such as how your year is going or if you had trouble finding parking. Even though this may be a time for you to settle in and try to relax, keep in mind that the interviewer is forming his/her first impression of you. You want to make sure you have good eye contact, wait to ask to be seated, and give the interviewer a solid handshake. Remember to have good posture, since the way you carry yourself tells about your self-confidence.

2. The second part is the interviewer’s specific questions. The interviewer will ask a variety of topics that will range from your education, work and internship experiences, activities, career plans and self-assessment. The interviewer will use open-ended questions that will let you describe your background. The interviewer may probe into certain areas to evaluate your knowledge and background.

   Your goal is to communicate clearly how your experiences lend themselves to the position. This is your chance to sell yourself. Certainly one of the goals of the interview is to determine if you have the skills and knowledge needed to do the job. In addition, the interviewer is trying to determine if you are a “fit” for the company and position. They are evaluating how you handle yourself in a stressful situation, and looking at your communication skills, self-confidence, ability to relate to others, and interest in the position.

3. The third phase of the interview is time for your questions. This will give you an opportunity to show you did your homework and to clarify any information that has already been provided. Carefully plan your questions beforehand. Do not ask questions which could be answered from the company website or literature, but rather are a result of what you have read. When developing questions, consider what you need to know to make an informed decision about employment with this company. Remember that you are interviewing them as well as they are interviewing you.

4. The fourth stage of the interview is the close. The interviewer should inform you of the next step in the process. If he/she does not, you may ask in a professional manner. Express your appreciation for the opportunity to speak with him/her and “ask for the position” by making a final statement summing up your good fit and strong interest.

Note: Phone interviews generally follow the same structure as in-person interviews. You should be just as prepared for a phone interview as an in-person interview as they are often used to screen applicants at the beginning of the hiring process. Even though the interviewer cannot see you, it is wise to conduct yourself as though he/she could. Plan to conduct the phone interview in a quiet area so you can hear, and be heard, clearly.
The Behavioral Interview

Behavioral interviewing is a popular interviewing style where the interviewer will ask open-ended questions about your past experience and how you handled them to gauge how you will handle future situations. Your response should be based on the STAR system:

Situation: Identify the problem.
Task: Define your objective.
Action: Describe the steps you took to achieve your objective.
Results: Measure your effectiveness.

The Mock Interview

Mock interviews can be scheduled with your career advisor as a way to prepare for an upcoming interview. A mock interview should be treated like a real interview so it creates an authentic environment for practice. Be prepared with questions just like a real interview. Your career advisor will give you feedback after the mock interview that you will be able to integrate into your upcoming interview. If you are able to schedule a mock interview with a professional in the field, treat it just like a real interview but remember that it is also a networking opportunity.
Practice Interview Questions

1. Tell me about yourself?
2. What are you motivations for applying to this position/company?
3. How are you going about your job search?
4. Why do you want to work in this industry?
5. What is your career plan?
6. What are your strengths?
7. What are your areas for improvement?
8. Why did you choose this master’s program?
9. Tell me about a time you failed?
10. Tell me about a time you encountered people of different backgrounds?
11. Tell me about a difficult challenge you had to overcome?
12. Tell me about a time when you had multiple things to do at the same time, how did you handle it?
13. Tell me about a time when you didn’t get along with a teammate or co-worker?
14. Tell me about a time when your ethics were challenged?
15. Tell me about a time when you learned a new technology quickly?
16. Tell me about a time when you were unable to meet a deadline?
17. Tell me about a time when you had the opportunity to lead a team?
18. Describe a time when you felt it was necessary to modify or change your actions in order to respond to the needs of another person.
19. Give me an example of a problem you faced on the job or in the classroom, and tell me how you solved it.
20. Tell me about a situation in which you had to deal with a very upset customer, coworker or peer.
21. Describe your most recent group effort.
22. Describe your dream job/career.
23. Describe the most creative project you have completed.
24. Give me an example of when you felt you were able to build motivation in your coworkers or peers.
25. Give an example of a time when you had to be relatively quick in coming to an important decision.

Sample Questions to ask the Interviewer

1. Can you tell me in detail about the duties of this position?
2. Why did this position become available?
3. What will the training program be like?
4. How long do people typically stay in the position?
5. Where do people go after they leave the position?
6. What characteristics are you looking for?
7. What major challenges is this organization facing?
8. What are the challenges, negative aspects or positive aspects of this position?
9. What advanced training programs are available for those who demonstrate outstanding ability?
10. What are the organization’s growth plans?
11. What is the next step in the selection process?
12. Where do you see me in five years if I join and succeed with your organization?
13. How will my performance be evaluated?
14. How are employees rewarded for excellent performance?
15. What is the attrition rate of new hires within one/three/five years?
16. How does this position and department fit into the organization as a whole?
17. How would you describe the work atmosphere in the organization?
18. What would I be expected to accomplish in the first six months on the job? In the first year?
19. Does the job require much travel?
20. What are the chances of being relocated after starting the job?

More interview tips and questions can be found in the Heinz Career Services Interview Skills Guide (PDF).