



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

CAREER SERVICES RESOURCE MANUAL

August 2010

CAREER RESOURCES MANUAL

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CAREER SERVICES OFFICE

The Career Services Office is pleased to welcome you to the Department of Health Policy and Management. Our office has developed a set of standards and policies to help guide and govern the recruiting process of the students in this department. We expect students to be professional in conduct and demeanor at all times and encourage you to read carefully the standards and policies listed below and address any questions to our office.

Student Professional Standards

- Students are expected to conduct themselves in a professional manner at all times.
- Students are expected to obey and support the enforcement of the University Honor Code at all times.
- Students are expected to abide by the Career Services Office guidelines regarding job and internship search policies.
- Students are expected to provide accurate and truthful information to recruiters and organizational representatives. This includes any form of written communication, information presented during an interview or other organizational interaction, and information on a resume.

Student Policies

- Students are expected to arrive for an interview on time, in business attire, and fully prepared. This applies to both on- and off-campus interviews. Students may not cancel an interview less than 48 hours prior except for a medical reason or other valid reason. If a student accepts another position, a scheduled interview should be cancelled. Students who fail to appear for a scheduled interview will immediately lose their interviewing privileges with the Career Services Office. To reinstate these privileges, students must meet with the Career Services Coordinator to provide an explanation and write a letter of apology to the interviewer.
- Students are expected to accept employment offers with integrity, avoiding all situations involving a renege on an offer that has been accepted. In the event of a difficult situation regarding a job offer, students should talk with their advisor, the Director of Professional Development or the Career Services Coordinator before taking any action. If a student reneges on an accepted offer of employment with an organization, the Career Services Office should be notified immediately. Students who renege on an employment offer will lose all privileges associated with the Career Services Office. The Career Services Office considers renegeing on accepted offers as unethical behavior and not acceptable.

Career Services Policies

- The Career Services Office does not give out personal information regarding students. This includes such restricted information as grades, test scores, and face books.
- The Career Services Office will not be held responsible for false information or representation provided by a student during the recruitment process, either by way of a student's resume or during the interview process.

University Honor Code

It shall be the responsibility of every student at the University of North Carolina at Chapel Hill to obey the Honor Code, which prohibits lying, cheating, or stealing, when these actions involve academic processes or University, student or academic personnel acting in an official capacity. It shall further be the responsibility of every student to abide by the Campus Code, namely to conduct oneself so as not to impair significantly the welfare or the educational opportunities of others in the University community. (Source: UNC-CH Student Government Code, Article II Section 1)

Sample Job Hunting Tips From National Career Counselors

Address the employer's needs. Employers are much more interested in what they need and want than in your career goals. Candidates whose applications demonstrate an understanding of the organization, employer concerns, and the demands of the vacant position invariably generate the most interest.

Target your resume and cover letter. Tailor your resume and cover letter to the requirements of the position. Most employers receive hundreds, or even thousands, of unsolicited resumes. Given applicants' inclination to "mass merge" on cover letters, many sound suspiciously generic. Mass generic mailings receive notoriously low rates of positive response. There is a real art to tailoring a cover letter so that it sounds individualized and as if it is written only to that employer. Ideally, it is just that. You can improve this rate dramatically if you take the time to research the employer sufficiently to show that you do indeed know to whom you are applying. One of the more obvious ways to tailor your approach is by including personalized information, e.g., a referral from someone the reader will recognize or the mention of a previous meeting. Other fodder for tailoring includes the organization's specialty, connections with the geographical area, size of the organization, the specialty of the particular person you are contacting, UNC alum in the organization, etc. At the very least you must obtain the name of the person in charge of hiring. This can often be secured from the Career Services Office or by a quick telephone call to the employer.

Get yourself noticed. Simply sending your resume with a standard cover letter inquiring about employment is ineffective. Instead, employ a networking strategy that gives you a more personalized way of attracting a prospective employer's attention. For instance, informational interviews are a great way to meet people within an organization, and then parlay the contact into a "real" interview.

Convey a sense of purpose during your interview. Lack of clear career direction is a major negative factor for employers. Take time to define your career goals clearly and look for an opportunity to show how they align with the employer's needs and interests.

HPM Resume Guidelines

Below is a list of guidelines to follow when developing your resume. Please adhere strictly to these guidelines, as they are generally specific to healthcare and/or necessary for the purposes of our resume book.

- Complete personal inventory (keep this and any longer drafts to review and prepare before an interview— see *Personal Inventory Worksheet* on p.16).
- Make a rough draft.
- Select your most impressive achievements (step one for paring your resume down to **one** page).
- **One page only** (no exceptions).
- At least a 0.8-inch margin on the left and right side of your paper (1½" on left for **Resume Book** binding).
- Reverse chronological format:
 1. Education (Scholarships and Academic Honors or Societies—may be included in this section)
 2. Experience (use month and year in the dates)
 3. Skills: computer, language, and professional certifications
 4. Activities & Interests or Activities & Honors (avoid overt religious/political activities always!)
- NOTE: "Master of Healthcare Administration, Master of Public Health, Master of Science in Public Health, Bachelor of Science in Public Health"—**NOT** "Masters in Healthcare Administration."
- No font can be smaller than 11 pt for first years/juniors and 10 pt for second years/seniors.
- Use bullets rather than paragraphs (when possible, have two to four bullets).
- Avoid vertical and horizontal lines, graphics and boxes.
- Avoid fancy treatments such as italics, shadows, and reverse (white letters on black background). Also avoid grandiose or "flowery" language.
- Use standard typefaces: Times New Roman, Garamond, Arial, etc.
- Undergraduates should minimize high school entries and graduates should minimize early undergraduate entries (No GPA for graduates).
- Internships or elected positions (paid and unpaid) may count as experience items.
- Never list a "*Job Objective*" on the resume.
- Never include the phrase, "*References available upon request.*"
- Try to avoid lengthy gaps in time (have explanations for interview).
- Do not include non-relevant personal information such as names of children, maiden name of spouse, hometown, etc.
- Have a third party critique the resume for errors and gaps (more than once; spell check is unreliable).
- Use good quality **white or cream** paper, **not** printer paper (your first copy to the CSO can be on regular printer paper).
- Be truthful and accurate (you are marketing yourself!).
- **REMEMBER that the singular purpose of a resume is not to get a job, but to receive an interview.** It gets your foot in the door. The resume is a summary of qualifications, not a personal autobiography or "confessional." You should pique interest with a resume and save the details for the interview.

Purpose of a Resume

A resume is a summary of professional and educational qualifications designed to show an individual's suitability for a desired position. A resume is not meant to detail every aspect of your academic or work experience. An effective resume is developed after a self-appraisal to determine which past and present accomplishments should be stressed in order to indicate potential to future employers. **The intended result of a resume is not a job, but to receive a job interview.** Employers will most likely skim through your resume, so it is imperative that it be well organized with an emphasis on your most important/relevant successes and related experiences. Remember that a good resume will not get you a job and that a bad resume will not get you an interview!

Resume Overview

Your resume is your personal marketing piece. In many cases your resume will be the first information that a prospective employer receives about you. Therefore it is one of the most important documents you will prepare throughout your job search. Your resume is also something you will continually update as you progress in your career and as your career interests develop and mature over time.

Recruiters and hiring managers are busy people who often sort through hundreds of resumes. You will have an advantage if you make it as easy as possible for prospective employers to see how your skills and background have prepared you to become an asset to their organizations. Your resume should convey that you are a person who gets things done, takes the initiative and has a history of success.

Make sure that your resume is free of grammatical and typographical errors so that nothing detracts the reader from your accomplishments and what you have to offer. Remember, actions speak louder than words, and a recruiter may judge how you will represent their organization based on how you present your resume.

Keep in mind that each recruiter will receive your resume before he/she has the opportunity to meet you and that this resume will be the launching point for the conversations during your interviews. Make sure you are emphasizing the items that are most likely to be relevant and impressive to your target employers.

Content of a Resume

HEADING

Name, email address, mailing address, and phone number

- Include both your home and school addresses.
- Number where you can be reached during the day. (Make sure that you have a professional message on your answering machine.)
- Name in bold face type.
- Name in all CAPITALS and no larger than 14 font.

EDUCATION

Complete name of institution, location, degree and dates

- Begin with most recent degree you have earned or are pursuing (usually the highest).
- Include date (year) of degree completion, not all dates of attendance.
- Include expected date of completion if you are still in school (Bachelor of Science in Public Health, expected May 2008).
- Omit your grade point average if you are a graduate student.
- Omit your GPA if you are an undergraduate student unless you are applying to a graduate school, specifically asked to include it, or your GPA \geq 3.5/4.0.
- Correctly state degree names: Master of Healthcare Administration, Master of Science in Public Health, Master of Public Health, Bachelor of Science in Public Health.
- Include scholarships, awards, majors and minors, honors, honors thesis, honor societies.
- Mention full time employment if you are a full time student supporting yourself, with only a few activities or interests.

EXPERIENCE

Organization name, location (city, state), job title, dates (month, year), responsibilities and accomplishments ("PAR" see page 9)

- Start with your most recent job and work backwards.
- Include all relevant work experience, paid or unpaid.
- Account for every year. Don't leave gaps in total years worked or studied (there may be more inconsistency for undergraduate years).
- Be consistent with employment dates, January 2001 to July 2002 or Jan 2001 to Jul 2002.
- Be generic with job titles (Office Assistant might not mean as much to an employer as it means to you). But make sure they reflect responsibility. Use *working titles* when state or federal government jobs have been held.
- Include the organizational unit in which you worked, if you think it would mean more to an employer.
- QUANTIFY all accomplishments.
- Use ACTION VERBS. Be more descriptive than "helped or assisted" (refer to list on p.11).
- Use "PAR" with results focus (see p. 9).

SKILLS

Computer, Language, and Professional Certifications

ACTIVITIES & INTERESTS (Can substitute Honors or Professional Affiliations)

Organization's name and affiliation

- Include involvement in professional rather than personal organizations so that your professional, not personal, life is reflected.
- Include charitable involvement and fundraising work. These show a willingness to involve oneself and can often demonstrate valuable abilities.
- Make brief references to these if space permits. Don't overload this section so that an employer might be fearful of the time your involvement might take away from your employment.
- Note several personal interests to demonstrate well roundedness, but focus on activities that show action, i.e., "Enjoy running, hiking, skiing, etc."

Resume Design and Development

HPM resume book guidelines have been created to make it easier for employers to locate key information about HPM students. Please refer to these guidelines when creating your resume to ensure that our resume books are easy for recruiters to use.

RESUME BOOK FORMAT GUIDELINES

NAME

- Name bolded, all caps, and size no more than 12-14 font: SARA HARRIS.

ADDRESS(ES)

- If listing only one address, center it on the line directly below your name.
- If listing both your present and permanent address, list as shown below. A permanent address, such as one for a parent or other family member, is recommended to help recruiters locate you over holidays or long breaks. A permanent address can also help you appear less "regional."
- Include your e-mail address.

Present Address:
333 Nowhere St.
Anywhere, US 44444
(xxx) xxx-xxxx
E-mail: noemail@email.unc.edu

Permanent Address:
131 Anywhere Dr.
Anywhere, US 44444
(555) xxx-xxxx

MAJOR HEADINGS

- All side headings should be typed at the left margin.
- The side headings will include: EDUCATION, EXPERIENCE, SKILLS (computer, language, other) and ACTIVITIES/INTERESTS. Other headings for this final section, such as "AWARDS & HONORS" or "ADDITIONAL DATA," or a combination of these headings may be used as appropriate.

EDUCATION TEXT

- List university names and degrees received with date.
- The city that the university is located in should be on the same line as the university name.
- Include the percent of education self-financed, honors societies, academic honors (if this information is impressive).
- Do **not** include high school information.
- Do **not** use abbreviations for your degrees. MSPH/MPH/MHA//BSPH/etc., expected... Bachelor of Arts in ... Bachelor of Science in ...

EDUCATION THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL Chapel Hill, NC
DEPARTMENT OF HEALTH POLICY AND MANAGEMENT
Bachelor of Science in Public Health, expected May 2007

EXPERIENCE TEXT (See the "Describing Your Accomplishments" section on page 11)

- Start with your most recent job and work backwards.
- The dates should be on the line with your job title, not your employer.
- The city and state should be on the line with the employer, not your job title.
- You can use one of three forms for the job description:
 - General job description sentence or two followed by bullet points of specific accomplishments
 - Bullet points of accomplishments
 - Paragraph discussion of job description and accomplishments
- Highlight progressive increases in responsibility; try to stress accomplishments related to the position you are seeking.
- You can use bold or italics in your descriptions for emphasis, but use **only** one of the two styles and use it sparingly, or the effect will be lost.
- In the "Activities/Interests" section, include community service, clubs, professional affiliations, as well as activities and interests outside of college experiences. This is also a good place to include any travel abroad.

EXPERIENCE

Summer 2008

Merrill Lynch & Co., Inc.

New York, NY

Health Intern. Analyzed various debt reduction alternatives for a 300+ bed hospital.

SKILLS

Computer and Languages – *be specific*

ACTIVITIES & INTERESTS

Sierra Club

American College of Healthcare Executives

Participated in student exchange in Germany

Interests include tennis, bicycling, jogging, and cooking

MARGIN AND PAGE REQUIREMENTS

- The resume must fit on **one page**.
- Left and right margins cannot be changed (0.8 on each side, **unless** binding in HPM Resume Book).
- Top and bottom margins may be altered, giving four extra lines.
- The resume that you submit for the annual HPM Resume Book **must** have a left-hand margin that is at least 1 1/2" inch so that the resume book binding does not cut off part of your resume.

GENERAL GUIDELINES

Read the entire document a couple of times, with the following questions in mind:

- Are your job activities and responsibilities clear? Is the language used to describe them specific enough, but not too specific or technical?
- Does the resume showcase results and accomplishments? Are your bullets "results" oriented (page 9)?
- Is the resume coherent and well organized? Are specific accomplishments and responsibilities placed in a strategic order? Are parallel phrasing and structure used?

- Does the resume have 'punch'? Is it concise? Are the action verbs vivid and varied whenever possible?
- Does the resume look easily readable with enough white space? Is it effectively formatted within given restrictions?
- Is the resume correct mechanically and grammatically?
- Is the overall emphasis effective?
- Did your proofread for accuracy, typos, or consistent font size and style? Is your writing clear and easy to understand?

Describing Your Accomplishments (PAR)

Accomplishment Statements for Resumes

Accomplishment statements are the fundamental building blocks of an effective resume. They tell the "stories" of your experience built on what is known as the PAR model.

- **P**roblem, situation, or opportunity you faced
- **A**ction you took
- **R**esults of the action you took including the benefit to the organization

Every bullet point or line in your resume will have a PAR story that goes with it. In order to develop points for your resume, think about what you did in your job day-to-day. Consider the problems or situations (P), the actions you took (A), and the results (R). Through PAR stories, you will show your skills and competence to a potential employer.

The descriptions of your jobs in the EXPERIENCE section of your resume serve the purpose of highlighting your accomplishments. Your accomplishments are something you did or made happen.

Characteristics of an Accomplishment Statement

- Describes what you did.
- Identifies the action you took to improve a situation.
- Expresses the benefit of your actions through:
 - ◻ Cost saving--(use actual dollars or percentages) improved efficiency, improved process, saved time, reduced staff.
 - ◻ Increased revenues--increased revenue or margin, increased market share, generated new business.
- Accomplishment statements can be written without results, but add results whenever possible. These statements are not generally longer than one sentence. Begin them with an action verb (see verb list on page 13), and state the result of your action in **numbers** or **percentages** when possible.

Examples of Accomplishment Statements

WITHOUT RESULTS

- Supervised strategic planning for large hospital.
- Created spreadsheets to track payment of patients.
- Maintained preventive maintenance records for 300-bed hospital.

WITH RESULTS

- Led re-engineering projects that reduced operating expenses by \$1.0 million while maintaining original staffing levels.
- Developed marketing strategy using internal service data that will increase operating margin \$2MM annually upon implementation.

- Designed incentive programs that contributed to increased annual volumes of \$2.5M.
- Improved hospital-wide productivity 15 percent by implementing new work procedures and revising existing job standards.

Skills--Focusing Your Resume

Listed below are both essential MHA/MSPH/MPH/BSPH and function-specific skills to help you focus your resume. You should showcase the skills that are most relevant for you and your job search. Write accomplishment bullet statements from your past that highlight these skills. Remember to use the PAR model discussed on page 11 to give the reader convincing evidence of your skills.

Essential Skills

- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ Leadership ▪ Well-roundedness ▪ Problem solving and analytical skills ▪ Interpersonal and communication skills ▪ Pattern of accomplishment (history of excellence) ▪ Strategic thinking and planning abilities ▪ Computer skills ▪ Time management skills ▪ Team player ▪ Handle multiple tasks/multiple bosses | <ul style="list-style-type: none"> ▪ Strong quantitative and financial skills ▪ Ability to analyze diverse information and formulate recommendations (quickly) ▪ Willingness to take risks, deal with uncertainty and accept occasional failures ▪ Ability to perform well under pressure ▪ Aggressiveness, strong internal motivation and ambition ▪ Flexibility |
|--|---|

Consulting

- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ Evidence of solid intellectual capacity ▪ Ability to elicit information from others ▪ Ability to see the “big picture” ▪ Solid business judgment and desire to tackle complex business problems | <ul style="list-style-type: none"> ▪ Project management skills ▪ Creative/conceptual ways of thinking ▪ Ability to determine KEY issues from confused and incomplete information |
|--|---|

Action Verbs/Phrases

Action Verbs

Action verbs are concise, dynamic indicators of initiative and creativity. Use them to your advantage in the EXPERIENCE section of your resume.

Examples:

- *Devised* innovative computerized system for inventory control.
- *Supervised* staff of six; *trained* new employees.

accelerated
accomplished
achieved
acquired
activated
administered
advanced
allocated
analyzed
applied
appointed
appraised
approved
arranged
assembled
assessed
assigned
assumed
audited
avoided
broadened
budgeted
built
captured
carried out
centralized
changed
clarified
collaborated
commanded
completed
composed
computerized
conceived
concluded
conducted
connected
consolidated
constructed
consulted

contracted
contributed
controlled
converted
coordinated
corrected
created
cultivated
decentralized
decided
decreased
defined
delegated
delivered
demonstrated
designated
designed
detailed
determined
developed
devised
directed
discovered
displayed
distinguished
documented
doubled
earned
edited
educated
effected
eliminated
employed
enabled
energized
enforced
engineered
enhanced
envisioned
established

estimated
evaluated
examined
exceeded
executed
exercised
expanded
experienced
extended
extracted
facilitated
finalized
financed
forecasted
formalized
formulated
founded
framed
fulfilled
generated
governed
guided
headed
hired
identified
implemented
improved
improvised
increased
induced
influenced
initiated
inspired
installed
instituted
instructed
insured
integrated
interviewed
introduced

investigated
judged
justified
keynoted
launched
led
liquidated
located
lowered
maintained
managed
marketed
mastered
mobilized
modified
monitored
motivated
negotiated
nominated
obtained
officiated
operated
orchestrated
ordered
organized
oriented
originated
outlined
overcame
overhauled
oversaw
participated
perceived
perfected
performed
piloted
pinpointed
pioneered
placed
planned
popularized
prepared
presented
presided
prevented
processed
procured
produced
programmed
projected
promoted
prompted
proposed

proved
provided
published
purchased
re-established
realized
recognized
recommended
reconciled
recruited
redesigned
reduced
referred
regulated
reinforced
rejected
related
renegotiated
reorganized
reported
represented
researched
reshaped
resolved
responded
restored
revamped
reviewed
revised
revitalized
revived
satisfied
saved
scheduled
secured
selected
served
serviced
set up
settled
shaped
showed
simplified
solved
sparked
specified
sponsored
stabilized
staffed
standardized
started
stimulated
streamlined

strengthened
stretched
structured
substantiated
succeeded
suggested
summarized
supervised
surpassed
surveyed
tailored
taught
terminated
tested
tightened
traded
trained
transacted
transferred
transformed
translated
trimmed
tripled
uncovered
unified
utilized
verified
widened
withdrew
won
worked
wrote

Useful Phrases

The following phrases may help with organizing your accomplishment statements for both **resumes** and employment **correspondence**. When choosing the phrase that best describes the situation, read it over once or twice in the context of the sentence to be certain that the selection is correct and that the sentence reads well.

Proven track record of/in . . .
Specific responsibilities/functions/duties included . . .
Experience involved/included . . .
In addition to . . . responsible for. . .
Contacted/Subcontracted by . . . to
More than . . . years' extensive and diverse experience in . . .
Demonstrated expertise in . . .
Extensively trained in . . .
Extensively involved in . . .
Initially employed to/joined organization to . . .
Specialized in . . .
Total accountability/totally accountable for. . .
Temporarily assigned to/temporary assignments included . . .
Acted/Functioned as . . .
Provided technical assistance to . . .
On an ongoing/regular basis
Ensured maximum/optimum/minimum . . .
Provided valuable/invaluable . . .
Interacted heavily with . . .
Promoted from . . . to. . .
Provided liaison for/between . . .
Promoted to . . .
Function to . . .
Accountable to . . .
Succeeded in . . .
Selected as/elected to . . .
Reported to /Reported directly to . . .
Honored as . . .
Consistently . . .
Allowing/enabling the . . .
Representing a . . .
Facilitating a . . .
Saving the organization an average of . . .
Regularly undertook . . .
Concerned directly with . . .
Served/Operated as . . .
Now involved in . . .
Assigned to . . .

Personal Inventory Worksheet

HEADING

NAME: _____

ADDRESS: _____

HOME: _____ WORK: _____

(Phone)

(Phone)

EMAIL: _____

EDUCATION

DEGREE: _____

MAJOR/MINOR: _____

UNIVERSITY: _____

GRADUATION: _____ GPA: _____

(Date)

(BSPH only)

EXTRACURRICULAR
ACTIVITIES: _____

SPECIAL PROJECTS
& PRESENTATIONS: _____

WORK EXPERIENCE

ORGANIZATION: _____

JOB TITLE: _____

DATES OF EMPLOYMENT: _____

TYPE OF BUSINESS: _____

SIZE OF COMPANY: _____

DEPARTMENT: _____

LOCATION: _____

SALARIES: _____
(Beginning, ending, and bonus)

MAJOR RESPONSIBILITIES: _____

MAJOR CONTRIBUTIONS: _____
(Describe problems you faced, what you did about them, what you achieved and how)

PERSONS SUPERVISED: _____
(Number and type)

REFERENCES

(Name, title, company, address, telephone number)

UNPAID WORK EXPERIENCE

(Volunteer work, internships, work study, etc.)

MEMBERSHIPS

ORGANIZATION: _____

TYPE: _____

RESPONSIBILITIES & ACCOMPLISHMENTS: _____

SPECIAL RECOGNITION

(List any scholarships, awards, honors, or professional recognition)

SPECIAL ACCOMPLISHMENTS

(List publication, foreign language ability, computer skills, certifications, etc.)

SPECIAL INTERESTS

(Hobbies, talents, etc.)

MILITARY

SERVICE BRANCH: _____

ATTAINED RANK: _____

SERVICE LENGTH: _____

TRAINING REC'D: _____

RESPONSIBILITIES: _____

ACCOMPLISHMENTS: _____

Resume Samples

BIG BIRD

MHA (military/paragraph)

Captain, US Air Force
912 Odyssey Drive
Durham, NC 27713

(111)777-7777 Residence
(669) 609-8936 Cellular
BIGBIRD@email.unc.edu Email

EDUCATION

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
Master of Health Administration, Expected May 2007

Chapel Hill, NC

OREGON STATE UNIVERSITY
Bachelor of Science in Healthcare Administration, June 1998
Bachelor of Science in Business Administration, June 1998

Corvallis, OR

EXPERIENCE

05/06 to 08/06 PEACE HEALTH OREGON REGION **Eugene, OR**
(Multi-facility branch of five region health system)

Administrative Internship

Exposure to various levels of organizational leadership in three hospitals, two medical groups and a home health agency. Drafted business plan for new service, participated in several quality improvement workgroups and redesigned discharges for an inpatient unit.

09/01 to 08/05 MIKE O'CALLAGHAN FEDERAL HOSPITAL **Nellis Air Force Base, NV**
(Air Force / Veteran's Affairs joint venture hospital with 95 licensed beds)

Medical Readiness Officer (9/04 to 08/05)

Ensured medical facility personnel prepared to treat local and worldwide casualties during times of war and peace. Facility liaison with local and federal agencies to ensure appropriate medical readiness response capabilities for base population exceeding 30,000.

TRICARE Flight Commander (01/03 to 08/04)

Primary point of contact for management of military health plan to enrolled population exceeding 40,000 members. Managed local resource sharing initiatives with surrounding community bringing over 160 additional staff into the facility (projected cost avoidance of \$16.2M annually). Responsible for marketing, enrollment control, in/out-patient medical records, admissions/dispositions and referral management activities.

Medical Group Executive/Protocol Officer (09/01 to 12/02)

Oversight for interrelation between five Senior Executives and many external agencies. Key point of contact for visits from Secretary of Defense for Health Affairs, Secretary of Veteran's Affairs, Air Combat Command Surgeon General, local base leadership, Joint Commission on Accreditation of Healthcare Organizations and various other agencies.

02/99 to 08/01 THE CORVALLIS CLINIC, PC **Corvallis, OR**
(Multi-specialty out-patient medical clinic)

Physician Credentialing Specialist

Responsible for maintaining credentialing files, recruitment, human resources management, salary/production computations and medical education for over 75 providers.

ACTIVITIES AND INTERESTS

American College of Healthcare Executives, Student Associate

Woodworking, rock climbing, hiking and camping

THOMAS TRAIN

traint@email.unc.edu
 601 Jones Ferry Rd. Apt D9
 Carrboro, NC 27510
 919-444-2576

EDUCATION THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL Chapel Hill, NC
 Master of Healthcare Administration, May 2007

- Officer, Medical Group Management Association –UNC Chapter
- Officer, Healthcare Information and Management Systems Society- UNC Chapter
- Front Office Coordinator, Student Health Action Coalition, a volunteer run medical clinic

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL Chapel Hill, NC
 Bachelor of Arts with Honors, May 2003
 Major: Religious Studies; Minor: Information Systems

EXPERIENCE UNC Healthcare System-Community Based Practices Administration Chapel Hill, NC
 2008-present **Administrative Internship**

- Redeveloped compensation plan for 40 physicians to an all RVU model to align productivity incentives.
- Conducted cost survey of multiple practices comparing them to MGMA benchmarks enabling outliers to be pinpointed and addressed.
- Developed ROI for a new sleep center, evaluated patient demand, equipment expense, and staffing costs to project revenue over seven years.
- Performed reimbursement analysis for infusions, ancillary services and other new services to determine reimbursement so that any losses could be addressed.
- Conceived and tested a referral tracking system for following downstream revenue resulting from primary care referrals.
- Implemented patient satisfaction survey and collection tool allowing for immediate provider specific feedback in each physician practice.

2004- 2005 **Urban Ministries of Durham** Durham, NC
Information Systems Manager

- Managed and maintained all technology to support the operations of the organization.
- Initiated installation and project management of new server system for the organization.
- Administered all client information and fundraising data through database supervision.
- Trained and supported staff in use of key functions of organization database and software.
- Organized and carried out replacement or addition of over 20 computers through donations and contacts in the community.

2003-2004 **Durham Literacy Center** Durham, NC
Technology Coordinator

- Setup and managed RedHat Linux Domain Server with Email, Web and File service which allowed data to be centrally located and backed up while providing better security for key information.
- Coordinated purchase or donation and rollout of technology and software worth over \$100K.

Summer 2002 **Real Estate Holding Company** Charlotte, NC
Business Intern

- Researched and prepared information regarding sale of \$6 MM dollar industrial property.
- Maintained database and spreadsheets of potential clients and properties.

ADDITIONAL

- American College of Healthcare Executives
- Eagle Scout

Interests include: music, hiking, reading, technology

Resume Samples

MSPH (federal gov't)

FANCY NANCY

106 C Melrose Place • Chapel Hill, NC 27516
E-mail fancynancy@email.unc.edu

EDUCATION

The University of North Carolina at Chapel Hill

Master of Science in Public Health, expected May 2001

Chapel Hill, NC

Michigan State University

Bachelor of Science with Honors in Interdisciplinary Studies in Social Sciences, May 1996
Commencement Speaker, College of Social Science

East Lansing, MI

EXPERIENCE

Centers for Disease Control and Prevention

ASPH Intern, National Immunization Program

Responsible for projects related to state immunization mandates, NIP strategic plan, and media coverage of CDC/ACIP decision making. Reviewed and synthesized state legislation on insurance coverage for immunizations. Developed focus group model to evaluate quality of work life among NIP staff, assessed results, presented results to staff and NIP leadership, and began implementation of recommended changes. Analyzed IOM report on vaccine financing to identify focus areas for CDC/NIP.

Atlanta, GA

May–August 2000

American Medical Student Association

Largest medical student membership organization in the U.S.

Project Manager, “National Primary Care Week” and HP Fellowship Programs

Responsibilities related to organization of first weeklong celebration of primary care at 150 medical schools nationwide and management of summer fellowship programs designed to supplement traditional medical education. Managed program budgets, hired and managed student interns and selected participants, promoted events and programs to health professions organizations, medical school faculties, and students, obtained grant to conduct program evaluation, maintained web site, recruited placement sites and helped develop educational projects for students.

Reston, VA

1998 and April–August 1999

LSE Health at the London School of Economics and Political Science

Health economics, policy, and teaching institute at LSE

Research Assistant and Visiting Student

Edited several publications on cost containment in health services and researched pharmaceutical regulation policy in European Union member states. Attended courses on comparative health policy and planning.

London, England

October 1998–March 1999

Families USA Foundation

Consumer advocacy organization for health care issues

Field Department Intern

Washington, DC

June 1996–March 1997

Michigan Senate Majority Policy Office

Advisory group to senators and senate committees

Health Policy Intern

Lansing, MI

January–May 1996

COMPUTER SKILLS/ ACTIVITIES

Knowledge of Microsoft Office software, SAS, WinQSB

Graduate Assistant, Department of Health Policy and Management Career Services Office

Chair, Student Council Master's Advisory/Academic Standards Committee

Student Associate, American College of Healthcare Executives

ALEXANDER RAGSDALE III
 522 Aberdeen Drive Unit 104
 Chapel Hill, North Carolina 27516
 (919) 999-6221

EDUCATION**The University of North Carolina at Chapel Hill**

Chapel Hill, NC

Master of Healthcare Administration, expected May 2008

Wake Forest University

Winston-Salem, NC

Calloway Business School

Bachelor of Science in Business, May 2000

Syracuse University study abroad Fall Semester 1998

Hong Kong

Completed courses at City University, interned, and traveled through Asia.

EXPERIENCE**The Forest at Duke Continuing Care Retirement Community**

Durham, NC

Administrator In Training, May 2004 - October 2004

Fulfilled training requirements for license as a North Carolina Nursing Home Administrator. Initiated activities for Risk Management and Corporate Compliance Plan required for CCAC accreditation.

BearingPoint Consulting

Charlotte, NC

Senior Management Analyst, July 2002 – August 2003

Member of HR and Payroll Team in creation of a shared service center and implementation of an Enterprise Resource Planning Software. Managed selection, implementation, and training for a timekeeping system.

Arthur Andersen Business Consulting

Charlotte, NC

Consultant, August 2000 - July 2002

Played key role as Finance Team member in wide range of consulting engagements covering business process redesign, strategic sourcing, budgeting, forecasting, and property management assessment.

RJ Reynolds International

Hong Kong

Marketing Intern, November and December 1998

Researched and composed reports on effects of Asian economic crisis on consumer buying of premium brands. Composed notebook library of different packaging in RJ Reynolds' Asian market.

Armed Forces Recreational Center

Garmisch, Germany

Waitress, summer of 1998

Learned communication and service related skills in a foreign environment.

T.A. Loving Construction Company

Goldsboro, NC

Accounting assistant and receptionist, summer of 1996 and Dec. 1997

Involved in creating invoices and inputting data. Helped prepare and distribute weekly paychecks.

SKILLS

Microsoft Office, ALCAR Budgeting Software, Ceridian Time and Attendance System, SAP Enterprise Resource Planning Software

ACTIVITIES

American College of Healthcare Executives, Student Associate

Gerontological Society of America, Student Member

Adopt a Grandparent, Winston Salem and Chapel Hill, NC

Marathon Runner and Outward Bound Participant

DORA EXPLORER, M.D.
 doraexplorer@med.unc.edu

Office address:
 University of North Carolina
 Department of Obstetrics & Gynecology
 Division of Maternal-Fetal Medicine
 CB #7516, 214 MacNider Building
 Chapel Hill, NC 27599-7516

Home address:
 16 Cobbleridge Court
 Durham, NC 27713
 (555) 768-7645

EDUCATION

The University of North Carolina at Chapel Hill Chapel Hill, NC
 Maternal-Fetal Medicine Fellowship, completion expected June 2008
 Master of Public Health, Dept. of Health Policy & Administration, expected August 2007
Creighton University Medical Center Omaha, NE
 Obstetrics & Gynecology Residency Program, June 2005
 Chief Resident Teacher of the Year
Creighton University, School of Medicine Omaha, NE
 Doctor of Medicine, May 2001
 President, Senior Class; Commencement Speaker
University of Notre Dame South Bend, IN
 Bachelor of Science in Pre-professional Studies and Spanish, *cum laude*, May 1997

EXPERIENCE

The University of North Carolina at Chapel Hill Chapel Hill, NC
 • Clinical Instructor, Department of Obstetrics & Gynecology, July 2005-Present
Creighton University Medical Center Omaha, NE
 • Physicians Satisfaction Committee, 2002-2003
Professional Leadership Omaha, NE
 • Co-Founder and Board of Directors, All About Omaha, 1998-2000
Creighton University School of Medicine, Dept. of Family Practice Omaha, NE
 • Research Assistant, developed a model for patient telephone communication regarding cholesterol laboratory values, Summer 1998
University of Notre Dame South Bend, IN
 • Editor of Photography, *The Observer*, 1995-1997
The Nebraska Medical Center, Dept. of Pathology and Microbiology Omaha, NE
 • Research Assistant, aided in genetic and cellular research, Summer 1995, 1996

SKILLS

Microsoft Office (Word, Excel, PowerPoint, Visio), Adobe Photoshop, SPSS, Pub Med
 Conversational ability to read, write, and speak Spanish

HONORS AND PROFESSIONAL AFFILIATION (Selected)

Bowes / Cefalo Young Researcher Award, UNC School of Medicine, February 2008
 Medical Alumni Endowment Fund Research Award, UNC School of Medicine, June 2008
 Golden Apple Award "Excellence in Teaching," CU School of Medicine M3 Class, April 2003
 Omicron Delta Kappa Outstanding Student Leader Award, February 2001
 Society of Maternal-Fetal Medicine, Associate Member
 American College of Obstetrics and Gynecology, Junior Fellow

HPM Cover Letter Guidelines

Introduction

A cover letter should accompany your resume whenever you are mailing or e-mailing a resume to a prospective employer. This letter is your opportunity to specify which skills and experiences that appear on your general resume match the needs of this employer. The contents should supplement and highlight - not repeat - the data included in your resume. Along with your resume, this is your first "writing sample." Make sure it is organized, easy to read, and free of any grammatical, spelling, and typographical errors.

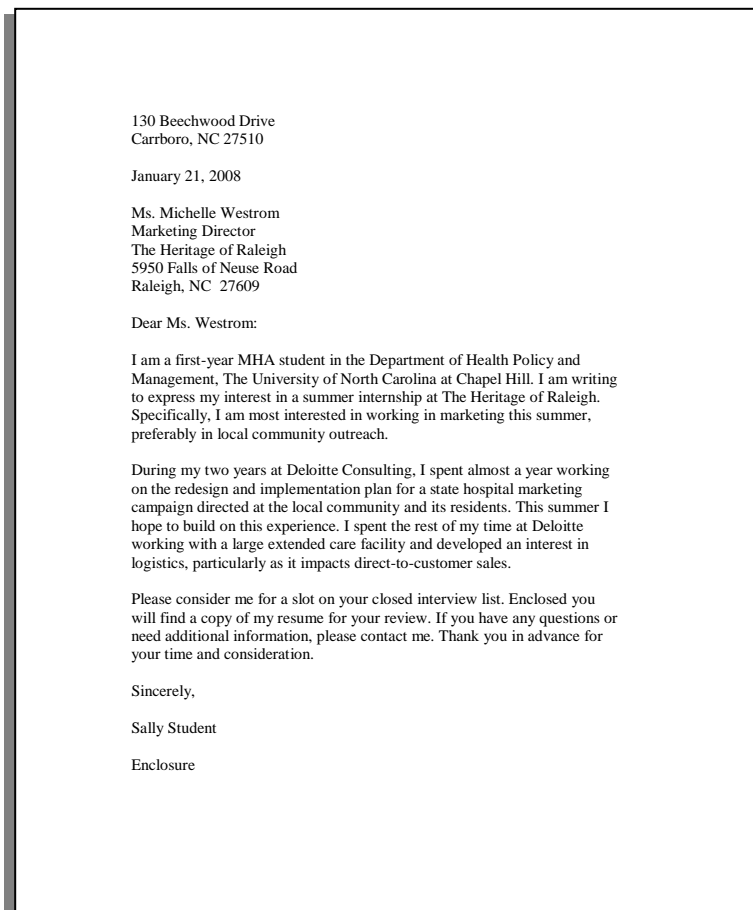
What employers are looking for:

A sincere interest in their organization.

A knowledgeable applicant who has taken the time to research them.

Reasons why they should hire you.

Individualized cover letters to each employer are ideal because of the initiative, effort and professionalism they convey. While it is acceptable to use a basic written structure with each of your cover letters, using the **same** cover letter or a "mass-mailing" application letter is obvious and often ineffective.



Strategies For Cover Letter Writing

Convey Interest in and Knowledge of the Organization

- Refer to events in the organization or interests of the reader.
- Refer to recent conversations, published comments, or networking referral.

Highlight Resume Points (particularly results/impact)

- Support your claims with resume illustrations.
- Unsupported claims don't say much.
- Can use letter to "customize" resume to position.

Example

OK: *I revitalized the marketing department.*

Better: *By streamlining office procedures and introducing weekly staff meetings, department morale improved and participation increased. We posted a 16 percent rise in productivity the first month after I instituted these new measures.*

Communicate Motivation and Interest

Note that motivation can be conveyed by statements and by the vigor of your writing.

Example *With my analytical and coordination skills, I believe I could be an integral part of your organization's continued success.*

Demonstrate a "Fit" with Employer/Position (when possible and appropriate)

Example *Glaxo is seeking marketing expertise and creativity in its interns. During my six years of marketing and advertising experience, I have developed strong skills in these areas.*

Common Mistakes

- Using a self-oriented approach (focused on why you chose a field or what the organization can do for you).

Example *(choosing a field)* *I am undertaking my MHA studies with an emphasis in finance so that I may gain a better understanding of the financial strategies of a large hospital. Of particular interest to me is UNC Hospitals' finance division. My previous work experience as a highly successful accountant in the competitive consulting industry lends credibility to my desire to remain in finance. (Instead, focus on what you bring to the organization, not what you get out of it.)*

- Positioning yourself too much as a "charity case."

Example *Please allow me to express my appreciation for the opportunity to present my qualifications for consideration for employment with your organization. In my enclosed personal resume, I present my experience and qualifications that, with your cooperation, will allow me to be a valuable asset to your team.*

- Relying on hyperbolic statements (exaggerating reactions, qualifications and potential). At the least, your sincerity can be questioned; at the most, you can come across as pretentious or foolish.

Example *The perpetuity and stability of the Carolinas HealthCare System is of paramount importance to society as a whole, for a great void would be left with no relief in sight.*

Strategies for Applicant "Problem" Situations

- If you have no/very little related work experience:
 - Draw parallels between seemingly unrelated experience and the job; make the link for the reader.
 - Focus on skills and functions (rather than job titles and organization names).
 - Expand on outside interests, memberships, extracurricular activities, etc. that relate to the job.
- If you have had little or no upward advancement (such as a series of lateral moves):
 - Choose examples of achievement that indicate advancement in expertise and abilities.
 - Use strong action words to underscore vigor and motivation.
 - Emphasize how duties expanded and responsibilities increased.
 - Note self-initiative at key points in your career.
- If you have had a period of unemployment:
 - General Rule: Don't address it in a cover letter (especially if you were fired). Most explanations tend to be long-winded, drawing further attention to the issue. Be prepared to address the employment gap in an interview (including any phone discussions before the interview meeting).
 - Focus on consulting projects or part-time jobs to fill in gaps in employment. You do not have to be working 40+ hours a week in a formal organization setting to be gaining experience.

OPENING paragraph - State who you are and what you want

Introduce yourself and let the employer know why you are writing. Report to the reader how you became interested in writing to them. State your current status, interest in the geographical location of the prospective employer, and/or explain why you are seeking a new position. Keep it short and simple.

In the opening paragraph you should:

- Establish rapport with the reader.
- Indicate clear purpose for writing.
- Provide a one-sentence summary statement of qualifications.

BODY PARAGRAPH - Stress your strongest points and relate them directly to the position you seek

Tell what you can offer the employer and how your experience will benefit the employer. Use action verbs. Use numbers. State the major benefits you can bring to the employer's organization. Refer to resume when necessary.

In the body you should:

- Elaborate on the two or three selling points indicated above by providing examples.
- Illustrate points by highlighting pertinent resume contents.
- Demonstrate knowledge of and potential fit with organization.
- Convey motivation to contribute (what you can do for or bring to position/organization).
- Consider using a limited number of bullets to highlight skills/ accomplishments.

CLOSING PARAGRAPH – Close and request definite action on the part of the reader.

If you are writing to a local employer, you could ask for an interview in this paragraph. If writing to an out-of-town employer and plan to be in that employer's area, tell them so. Otherwise, say that you will call in a week or so to schedule an interview if appropriate.

In the closing paragraph you should:

- Reiterate interest in organization and fit for the job.
- Indicate the next step/action to be taken.
- Close professionally.

Tips on Cover Letter Writing

- Follow a typical business letter format; there should be an inside address for the recipient along with current date (see examples of cover letters).
- Address your letter to a person, not a title, and preferably to a person who is in a position to make a hiring decision. Don't address the letter to "Hiring Partner" and do not use the salutations "Sir/Madam," "Ladies/Gentlemen," or "To Whom It May Concern."
- Type the letter and keep to **ONE PAGE ONLY!**
- Use a standard font like Times New Roman, Garamond, Arial, etc.
- Create a visually appealing letter.
- Use high quality **white or cream** bond paper. The paper for your cover letter should match your resume paper.
- **Sign your name** with a bold and assertive signature. Black ink is preferred although blue is acceptable.
- Make sure your cover letter answers the following: who you are, why you are applying (interest in the position, practice, location), how you qualify for the position both professionally and personally, what you know about their firm/department/organization and when you intend to follow up to arrange an interview.
- Limit the use of sentences beginning with "I."
- Keep the sentence structure simple and concise; don't use flowery language or clichés.
- Don't indicate you are a "hard worker" without giving examples from your activities or experiences that demonstrate your "hard-worker" quality.
- Don't indicate you will follow up and then fail to follow up! Appropriate follow-up can lead to more interviews than leaving the follow-up to the employer.
- **PROOF, PROOF AND REPROOF!** Typographical or grammatical errors are intolerable and indicate carelessness; have the CSO, an academic advisor, or trusted friend offer objective advice on the letter.

Cover Letter Format

Street Address (*applicant*)
City, State Zip

Date

Addressee
Title
Employer Name
Street Address
City, State Zip

Dear _____:

(OPENING PARAGRAPH)

Introduce yourself by stating who you are, what position you are seeking and how you found out about the organization. This would be the place to mention any networking contacts you might have.

(MIDDLE PARAGRAPHS)

A. Say why you want to work for this PARTICULAR EMPLOYER. Show what you know about them. Research the organization. Do not send out generic letters that look like you just changed the employer name each time.

B. Tell employer why they should be interested in hiring you, i.e., what you can do for them, not just what they can do for you. Talk about relevant skills and experiences. As with resume writing, think about transferable skills. You may use this opportunity to include information not on your resume and/or to elaborate on or highlight some items from your resume. (*Be careful not to repeat your entire resume*)

(CLOSING PARAGRAPH)

Thank them for their consideration. Provide the employer with your phone number and offer to provide any additional information they might be interested in receiving. Let them know if you intend to follow up and when. Tell them if you are going to be in their city and when, or if you would be willing to visit their organization to talk about the position.

Sincerely,

Name Signed

Name Typed

Enclosure

Examples

Example Cover Letter (suggested by network contact)

111 Park Place
Durham, NC 27707

May 27, 2008

Mr. Martin Danaher
Chief Operating Officer
University Healthcare Associates
8 Oxford Place, Suite 3500
Columbia, SC 29201

Dear Mr. Danaher:

My former college roommate, Laura McInski-Colt, suggested that I contact you in reference to the Materials Management position currently available in your organization. I recently discovered your listing of this position in the *Modern Healthcare* classified section.

Following my graduation from The University of North Carolina at Chapel Hill with an MHA degree in Health Policy and Management, I began working at Ocala Regional Medical Center as a materials manager. Since that time, I have reduced equipment costs by 18%, increased the use of competitive bidding with net savings to the bottom line of \$650,000 per year, and completed my own database for inventory tracking.

I would greatly appreciate the opportunity to discuss my qualifications with you in person and will call you next week to arrange an appointment. Thank you for your consideration.

Sincerely yours,

(signature)

Elizabeth Rollins

Enclosure

Example Cover Letter (advertised position)

14 Audley Lane
Chapel Hill, NC 27514

January 22, 2008

Ms. Mary Beth Lister
DHHS Immunization Program
1917 Mail Service Center
Raleigh, NC 27699-1917

Dear Ms. Lister:

I am writing in response to an internship opportunity advertised to students in my department in the School of Public Health at UNC-Chapel Hill via email. Currently, I am a first year Master's student in Health Policy and Management. Attached is a copy of my resume and references.

At this point in my professional education and development, I am interested in applying some of my skills and knowledge learned in the classroom to real-life situations and research. These skills include strategic planning and data analysis. In terms of practical experience, I worked as a research intern at a surgical clinic and learned how to collect primary source data. In addition, I recently started working on an immunization strategy project to identify the efficacy of patient recall/reminder systems to improve rates of immunization and vaccination among children and older adults. As an intern, my hope is to help identify and address the problems or issues that lead to a disparity in immunization rates among different ethnic groups.

Working in the areas of immunizations and preventive medicine are two career interests of mine. This internship would provide a great experience in beginning to build a strong foundation in this area of public health. I would greatly appreciate the opportunity to interview for this position. I will telephone you later this week to discuss the matter further.

Sincerely yours,

(signature)

Christian Setzer

Enclosure

Example Cover Letter (referred position)

30 Bell Circle, Apt. B
Chapel Hill, NC 27516

March 28, 2008

Stephen H. Bandeian, MD, JD
Medical Director, Strategic Policy and Analysis
MAMSI
4 Taft Court
Rockville, MD 20850

Dear Dr. Bandeian:

Our career services coordinator, Cathy Padgett, who recently spoke with you at the UNC School of Public Health Job Fair, referred me to you. She briefly explained to me that a project manager position might become available with MAMSI's office in North Carolina. I would be very interested in learning more about this position. As a second-year Master of Science in Public Health student who is graduating in May, I am seeking a job opportunity that will allow me to remain active in health care policy and policy analysis, an interest and knowledge base that I have been able to develop during my education at UNC-Chapel Hill.

My employment history illustrates my interest and involvement in health care policy. Last summer, I worked at the Agency for Healthcare Research and Quality (AHRQ) on a project directly related to hospital utilization rates of uninsured persons and individuals covered by Medicaid. Currently, I am working at the Cecil G. Sheps Center for Health Services Research where I am surveying state agencies to determine the successes and failures of the Medicare Flexibility Program as amended by the Balanced Budget Act of 1997. Under this program, Critical Access Hospitals were created to maintain very small, rural hospitals.

I am willing to undertake new opportunities and responsibilities. This same perspective has helped me succeed in previous employment positions by continually being open to new experiences. I have successfully completed all these experiences appreciating the importance of teamwork, organization, and deadlines. As a highly motivated and competent individual, I believe I would be an asset to MAMSI.

I would greatly appreciate the opportunity to discuss the possible job opening as well as my interests with you. Thank you for your consideration.

Sincerely,

(signature)

Melissa A. Fruhbeis

Additional Job Search Correspondence

Networking Letters

Purpose of Networking Letters:

- Set the stage for a personal introduction or informational interview.
- Acquaint the person with your qualifications in advance of your phone call or meeting.

Objectives of Networking Letters:

- Create an open and comfortable atmosphere between yourself and the contact where he/she is willing to share information with you.
- Provide sufficient information about yourself and your career aims so the person can provide meaningful help.

Key Elements (order may vary, depending on situation):

- Personalized opening paragraph that builds rapport. Include name of the person who has referred you and the basis of your relationship.
- Explanation of how referral came about.
- Reasoning for job/career change or for career focus.
- General notation as to how this individual can assist you.
- Brief overall summary of qualifications.
- Action statement to initiate next step.
- Statement of appreciation.

Follow-Up/Thank-You Letters

Interviews/meetings or phone calls must be followed up with a thank-you letter. Letters should be handwritten following interactions (within 24 hours) with recruiters at job fairs and corporate presentations. In a thank-you note, be sure to:

- Re-establish rapport: acknowledge the interview/meeting or call and convey insightful impression(s)/reaction(s).
- Reiterate your key selling points (about two) and their fit to the position or organization.
- Reinforce interest.
- Include information requested by interviewer, if appropriate.
- Note (or remind of) next step.
- As always, keep the message brief.
- **Avoid:**
 - Defensive tone (*Example:* You may not think I have sufficient finance skills, but I can tell you my budget exposure at Rex provided me with a lot of knowledge.)
 - Arrogant, presumptuous tone (*Example:* I'm your best candidate.)
 - Impersonal style

Thank-You Letters continued

It is recommended that you promptly (within 24 hours) send brief thank-you letters to individuals who have interviewed you on campus or who have helped you in some way with your job search. If you receive an offer, it is advisable to reply immediately.

The thank-you letter provides an opportunity to mention something that you might have forgotten during the interview. It is also another chance to put your name in front of the interviewer. Good manners are the main point of a thank-you letter; it won't get you the job but it may be the little extra that tips the scales in your favor. Similarly, a poorly written letter can take you out of consideration.

If you interview with more than one person from the same organization, you do not need to send a thank-you note to each interviewer, though you certainly may do so. It is appropriate to write to the person who seemed to be in charge of your day. Mention the names of the other employees you spoke with and ask the addressee to express your appreciation/interest to them.

Sample: Thank-You Letter Format

Dear Ms. Jones:

First Paragraph: Express your appreciation for the opportunity to interview with the recruiter and others if appropriate. Include the position for which you interviewed and the date of the interview.

Second Paragraph: Indicate your desire in pursuing employment in the area or job for which you interviewed. You may personalize the letter by including a reminder of your meeting, e.g., "I appreciated your candid remarks about Pershing Yoakley & Associates and its growing healthcare practice."

Closing Paragraph: A final thank you is appropriate. Re-confirm any deadlines for a decision that were mentioned in the meeting, e.g., "I understand that I will be notified of your decision within three weeks." Re-emphasize your interest in working for the organization.

Sincerely,

Acceptance Letters

When writing an acceptance letter, remember to:

- Use professional, direct style.
- Restate terms of employment and indicate acceptance.
- Convey eagerness.
- Note (or remind of) next interaction, if appropriate.
- **Avoid:**
 - Overly "chummy" style (*Example:* I can't believe it!! I'm now employed at KPMG. I'm really excited about this.)
 - Overly detailed logistical questions.
 - Being vague or unclear that you are accepting the offer.

Rejection Letters

With letters you write to turn down an offer, remember to:

- Express appreciation for the offer.
- Provide a reasonable, appropriate explanation; keep it brief.
- Work to retain goodwill (for self and HPM).
- Pay particular attention to the message tone.
- **Avoid:**
 - Overly apologetic tone (*Example:* I am very sorry to have to tell you this, but I've decided to accept another offer. Please accept my sincere apology.)
 - Blow-by-blow description of your decision-making process.

Sample:
Offer Decline
Letter Format

Dear Mr. Smith:

First Paragraph: Express your appreciation for offer extended to you. Mention positive features of position. Decline the offer in a very professional manner and include one or two reasons, avoiding negative or demeaning statements.

Second Paragraph: Express your appreciation for their kindness. Reaffirm your interest in their organization and their offer. **Caveat:** don't burn any bridges. You may want to work there in the future.

Sincerely,

Electronic Correspondence

E-mail, Sending Attachments, and Voice Mail

When corresponding via e-mail, it is easy to forget that e-mail is only a medium of sending a message, much like the Postal Service. The care and attention spent on the message should equal that which you put into "paper" correspondence. Many employers have expressed dismay at the "informal" tone, sometimes bordering on sloppiness, that students use when sending e-mailed inquiries or cover letters.

The same rules apply when using electronic correspondence as they do with traditional correspondence. As you write e-mails to recruiters, send faxes, or leave voice mail messages, keep in mind the following guidelines.

- All written correspondence must be grammatically correct and free of typographical errors.
- Professionalism is key to success. **Delete any personal messages you may have on your voice mail, at the end of your e-mail (in the signature portion), and on your personal web site.**
- Be wary of sending resumes electronically. Check with the recipient first to see what kind of format his/her system will accept. You want your resume to look as good printed from an attachment as it would if you sent it through the mail.
- When leaving voice mail messages, always speak clearly and distinctly. Leave your name, phone number, a brief, to-the-point message, and when you can be reached. It is a good idea to leave your name at the beginning and end of your message and to repeat your phone number. Script the key points you want to make before you call.

Reference List

- A reference list should be carefully compiled **before** an interview. Your references should be informed of your intention to list them as such before the interview process starts. You should directly ask each reference if they feel they could give an acceptable recommendation on your behalf. If your reference hesitates at all, do not use them!
- Several clean copies of your reference list should accompany you to all interviews. They should be printed on the same paper that you have used for your resume. You should extend a copy of your reference list **only** when asked to do so by the interviewer. **Exception:** If you come to the end of your interview and the employer has not requested a copy of your references, you may mention, "...and of course I have a list of references available." Occasionally the interviewer has simply forgotten to ask. Do not force the issue.

Examples of Other Job Search Correspondence

The following list and letters show that general effectiveness can result from a variety of styles and approaches. Recognize that these are examples, NOT models. They are not perfect. Make intelligent choices based on you, your reader and the communication context.

Example Reference List

Reference List for John Doe

F. Del Murphy, Jr.

Group Vice President
CHS Management Company
Carolinas HealthCare System
PO Box 32861

Charlotte, NC 28232-2861

Mr. Murphy was my immediate supervisor when I was interning at CHS for the summer.

(704) 347-7900

dmurphy@carolinashealthcare.org

Kathleen C. Hammon, MEd

Resource Coordinator
The Brain Injury Association, North Carolina
PO Box 748
Raleigh, NC 27602

Ms. Hammon was my immediate supervisor while employed at The Brain Injury Association.

(919) 833-9634

kacky.hammon@bianc.net

Carolyn Bizwell

Convention Services Manager
The O'Henry Hotel
211 Pittsboro Lane
Greensboro, NC 27516

Ms. Bizwell was my immediate supervisor while I was an events coordinator at the O'Henry Hotel.

(336) 555-1599

bizwell@ohenryhotel.com

Edward Brooks

Clinical Associate Professor
Department of Health Policy and Management
CB #7411
Chapel Hill, NC 27599-7411

Professor Brooks was my immediate supervisor when I was a teaching assistant at the School of Public Health (HPM 220 – Health Care in the United States: Administrative and Policy Issues).

(919) 843-4846

ned_brooks@unc.edu

Example Thank-You Letter (Internship)

100 Weston Way
New York, NC 10013

February 5, 2008

Mr. Rocky Wells
Section Manager
Quintiles Transnational Corp.
Post Office Box 13979
Research Triangle Park, NC 27703

Dear Mr. Wells:

I wanted to thank you for the opportunity to speak with you in Chapel Hill earlier this week. I appreciated your insights about internship opportunities at Quintiles and about the organization in general. In addition, I found your descriptions of the positions you have held (and currently hold) at Quintiles to be very interesting.

As I indicated, I strongly believe that Quintiles is extremely attractive for an individual with my background and career interests. I believe that my skills and experiences will enable me to add significant value to Quintiles as a statistics analyst during a project-based internship next summer. My extensive experience as an internal consultant with MAMSI will enable me to "get up to speed" quickly, take ownership of an opportunity, gather and process information effectively, and deliver lasting, value-added results to Quintiles.

As I indicated, I have a particular interest in Quintiles' North Carolina location. Thank you again for your time, and I look forward to speaking with you again soon.

Sincerely,

(signature)

Joseph Lane

Example Decision Letter (Accept)

121 Blues Lane
Chapel Hill, NC 27514

March 15, 2008

Ms. Tina Cullen
Director of Finance
GlaxoSmithKline
Five Moore Drive
Research Triangle Park, NC 27709

Dear Ms. Cullen:

This letter is to provide confirmation of our discussion regarding my acceptance of Glaxo's offer of a position as a finance intern during the summer at a monthly salary of \$X,XXX. In addition, I will receive travel reimbursement at \$0.405/mi. I will contact Corporate Travel as instructed in order to complete the necessary paperwork.

As we discussed, I am looking forward very much to my start date of May 18, 2008. Ideally, I am hoping to complete my internship by August 7, 2008, so that I may prepare to return to classes in the fall semester.

Thank you very much for this exciting opportunity. I am looking forward to working with you and the organization.

Sincerely,

(signature)

Whitney Corbett

Example Decision Letter (Reject)

2332 Holly Street
Chapel Hill, NC 27514

March 6, 2008

Mr. Richard Gibson
Finance Recruiting Manager
Carolinas HealthCare System
PO Box 32861
Charlotte, NC 28232-2861

Dear Mr. Gibson:

This letter is to provide confirmation of our discussion on Wednesday, March 4, regarding my decision to accept another finance internship position for the summer.

I hope that I adequately conveyed how difficult the final choice was for me. I strongly believe that a summer internship at CHS in Charlotte would have been an excellent and enjoyable learning experience, and regret that I had to decline.

As we discussed, I remain very interested in pursuing a full-time position with Carolinas HealthCare System. I will contact you near the end of the summer to discuss full-time positions there at CHS.

I sincerely appreciate all your time and assistance during the recruiting process and your interest in me for a summer position. I will look forward to speaking with you again soon.

Sincerely,

(signature)

Julia Benfield

HPM Interview Guidelines

The interview is one of the most important parts of your job search and often the most anxiety producing. Good interviewing skills can be learned and practiced by anyone, as shown by the many books that have been written on the subject. This section will touch on some of the more important factors in becoming a good interviewee.

Since the employer has already seen your resume (and your cover letter), they are already familiar with your academic qualifications and job experiences. The main purpose of the interview is to allow the interviewer to gauge your interpersonal and communication skills and your "fit" with the organization. **Being articulate, enthusiastic, confident and prepared** are key elements of a good interview. The best interview is a conversation. Remember, an interview is not only your opportunity to "sell" yourself to the employer but your chance to decide whether or not you are interested and would be comfortable in the organization. Don't prejudge before a personal visit.

Before the interview, it is helpful to think about your skills and achievements. Plan 3-4 ninety-second "mini commercials" about yourself, highlighting features that you want the interviewer to know by the end of the interview. Work these into your answers during the interview; do not sound rehearsed. A story or situation should illustrate these strengths, e.g., not "I've had a lot of leadership experience," but "When I was president of xxxxx, I increased membership by xx% and was asked to organize our national meeting."

Always have several questions for the interviewer. Do not wait until the end of the interview to start asking them, since you may run out of time. Not asking questions may be interpreted as a lack of interest and preparation. Never ask questions that can be easily answered by reading the employer's web page; ask questions that build on what you already know about them.

As corny as it sounds, "**You never have a second chance to make a first impression.**" Many interviewers make hiring decisions in the first five minutes. Practice your interview questions and answers with a friend or in front of a mirror. Be professional all the way. When you meet the interviewer, good eye contact, a smile, and a firm handshake are critical; repeating the interviewer's name helps you to remember it during the interview. Your dress should be conservative and professional: suit and tie for men; suit or business dress (no pant suits) for women. Women no longer have to stick to black or navy, but use good judgment and always err on the side of conservatism. Shoes should always be polished. Do not wear overwhelming fragrances (men or women), and if you are a smoker, be certain that you brush your teeth before the interview and that your clothing does not smell like smoke. Remember not to smoke or chew gum during the interview day. Simple understated jewelry is best for women. Men should only wear a watch and a wedding, class, or family ring. Be sure that your hair and fingernails are neat and clean. Consult the CSO for further guidance.

Two significant interviewing paradoxes are:

1. The interview is a sales call masquerading as a social occasion.
2. You cannot convey the impression that you are just a job hunter, although you are, and you must convey the impression that you are a solution to a problem, although you aren't certain what the problem is.

Overview

The interview is the most important part of the job search process. Typically, the interviewer has already seen your resume and established an initial impression. However, the interview is usually the first opportunity to interact with a potential employer in person, and this interaction will determine whether or not you have the opportunity to continue in a organization's selection process.

The following section outlines important interview tips, including preparation techniques, as well as types of interviews. You should refer to the information throughout your job search to keep your interview skills crisp and effective.

Preparation

Given the importance of the interview in landing the job of your choice, preparation is a necessity. You should familiarize yourself with the specific position for which you are interviewing. Then, make a link between your skills and strengths and the requirements of the position.

Prepare Your Information:

- **Research the organization** thoroughly using information from network contacts and published materials. You must understand the products, services, history, local dynamics/challenges, and people involved in each interview.
- Reread job descriptions, newspaper ads/articles, and annual reports.
- Review a copy of the resume from which the interviewer will be working and keep a copy with you. However, do not pull your resume out during the interview unless the interviewer asks for another copy (the same rule applies for a reference list).
- Develop a short list of thoughtful questions to ask the interviewer about the organization and position.
- Develop and rehearse your PAR illustrations (discussed in the Resume section of this manual) relevant to the organization and the position for which you are interviewing.
- Prepare for open-ended introductory questions.
- Reconfirm interview details: date, time, location, directions, interviewer's name/position.

Prepare Yourself:

- Check your appearance carefully. Speak with the CSO staff as to the appropriate dress if you have questions.
- Give yourself a pep talk and approach the interview process in a positive state of mind.
- Allow plenty of time to get to the interview and relax. Suggestion: arrive 10-15 minutes prior to the interview time.
- Reflect on the image that you wish to project.
- Review your interview agenda several times (see interview agenda on the next page).
- Know exactly where the interview is being held. Go the day before and map out your route if you are not good with directions or unfamiliar with the area. **Don't be late!**

Match Competencies/Experience with the Organization's Needs:

- Identify themes that are relevant for the organization and position including prior work experience, academic performance and extracurricular activities. Include themes that feature specific knowledge, skills, abilities or personal characteristics that highlight a good fit with the organization and/or position.

- Use PAR stories to support these themes. These illustrations should highlight your accomplishments by showing something you did or made happen.
 - **Problem**, situation or opportunity you faced.
 - **Action** you took.
 - **Results** of the action you took including the benefit to the organization.

Effective PAR stories lasting 30 to 90 seconds convey specific examples aimed at highlighting results and prioritizing work, academic and extracurricular experience.

Identify the relevance of these PAR illustrations to the potential position. Relate how past experiences will translate into future success, and specifically link the stories to the positions/tasks at the organization.

Interview Agenda

Develop an agenda for the meeting that will meet your objective and enhance the opportunity for a shared, productive interchange. Create an agenda outline taking into account the following:

- **Interviewer information:** Name, title and role in the interviewing process.
- **Purpose of the interview:** Informational, screening, call back, etc.
- **Available time:** If you've only got 30 minutes, don't spend 20 on small talk.
- **Goals of the organization, division, and department:** Understand what the organization is and wants to be, its competitors, its strengths and weaknesses.
- **Specifics of the position:** Responsibilities, objectives, authority.
- **How your competencies match the needs of the position (PAR stories in brief)?**
- **The perspective of the hiring manager:** How well does the interviewer perceive that you match the employer's requirements? Try to anticipate the most pressing concern the interviewer has about your fit for this position and be sure to address this in the interview.
- **Ask about the next step:** When is the next round of interviews? What is the organization's plan for making its final decisions?
- **Ask about other sources** that will help you learn more about the organization/position.

During the Interview

Tips to keep in mind:

- Listen carefully. Give the interviewer time to talk.
- Use your *agenda*.
- Ask thoughtful questions. Use examples. Keep answers concise.
- Think of the interview as a conversation where each party learns more about a potential opportunity. Strive to have a natural conversational flow and avoid "canned" responses or just saying what you think the interviewer wants to hear.
- Avoid rambling! Leave out the phrases "you know," "like," and "I mean" as much as possible.
- Remember the importance of your visual impact:
 - Maintain eye contact.
 - Avoid awkward body language.
 - Sit up straight.
 - Square your shoulders.
 - Show enthusiasm.
 - Place one or both hands in the interviewer's view (keep them still unless making a point).
 - Use listening cues: head tilt and facial expressions.
 - Clarify the next step in the process.
 - Use your closing to reinforce themes or mention critical agenda items not already covered.
 - Smile every now and then! It is amazing how important a relaxed demeanor can be in the interview process.
 - Be yourself, but present yourself to the best of your ability.
 - Ask for the interviewer's business card. This can be useful in follow-up correspondence.
 - Be friendly and courteous to everyone you meet.

Skills to Keep in Mind:

- Analytical skills (logic, structuring a problem, ability to make quick calculations, implications of recommendations/business strategy decisions)
- Diagnostic skills (extracting pertinent information in diagnosing a problem, prioritization of problems/issues)
- Communication skills (good listener, ability to handle pressure, self-confidence, ability to defend ideas)
- Creativity
- The "Airplane Test:" Would they want to sit next to you on an LA to Boston flight?
- The "Omaha Test:" Would they want to be stranded with you in Omaha over a long weekend?

Interview Types

The First Job Interview: *The Screening Process*

The purpose of the first interview is to see if you meet the preliminary requirements for the position. The interview is usually conducted by the human resources department, but may be done with a line manager. If taking place on campus, this initial interview is usually short (30 to 45 minutes) and may be your only chance to market yourself to this organization; therefore, make sure you market yourself effectively. Be sure to:

- Prepare for the interview by knowing your qualifications, as well as important facts about the organization.
- Educate the interviewer about you, your experience and competencies and how they match the requirements of the position.
- Ask questions about the position and the person(s) to whom you would report.
- Ask about the timeline for filling the position and discuss the next steps in the hiring process.
- Take the interview seriously even if the interviewer acts in a casual manner.

Remember, most human resources personnel may not have a working knowledge of the position, so avoid challenging the interviewer with overly specific questions. Your goal is to get past this interviewer to the hiring manager. However, never underestimate the influence any interviewer may have; always treat him/her with respect.

Follow Up Timely follow up can be critical in gaining access to the next round of interviews. Do not disregard content in thank-you letters, but do not make it so lengthy that the message gets lost. Thank-you letters, not e-mail, are almost always the most appropriate first step in following up a first interview. A phone call to reiterate your interest or check on timing may or may not be appropriate and is best tailored to the specific situation.

The Second Job Interview: *The Call Back*

Having passed the initial screening interview, you may be invited to the organization to interview for a half-day or full day, generally with several individuals. Second interviews present several challenges including:

- Maintaining a high energy level for an entire day of interviews.
- Discussing redundant topics with a fresh perspective.
- Striking a balance between selling yourself and interviewing your potential employers.

Each employer approaches the second interview in its own manner. Some may make offers on the spot, while others may include one or more additional rounds before making final decisions. Be prepared at the end of the day to ask how the organization approaches the process. That way you won't waste time wondering about the next step, and they will know that you are seriously interested.

The basic purpose of the interview is for the employer to evaluate whether or not you fit with the culture. Fundamentally, each interviewer may be asking himself or herself, "Would I want to work with this person every day for 10-12 hours?" They'll be gauging both your interpersonal interactions and your ability to manage the rigor of multiple interviews, as well as confirming your skills and abilities.

Tips to Keep in Mind:

- **Know your audience.** Identify key decision-makers on the interview agenda, recognizing each interviewer's objectives and potential interests. Doing some homework and being alert to cues will help.
- **Remember that you are always being evaluated.** The spotlight comes on as soon as you enter the premises, and all interactions, including those with human resource and administrative personnel, can be important.
- **Try to respond to questions in a fresh and interested manner.** Redundancy is not uncommon, so don't get annoyed or use "canned" responses. Remember that each of these interviewers will evaluate you on his/her experience. Consistency is equally important, but try to vary your responses around clearly thought-out themes.
- **Get your specific career questions answered.** Again, do your homework, but this is an opportunity to ask some hard questions. Generally, interviewers appreciate this level of thought and it's a great way to convince them of your interest.
- **Allow for spontaneous interaction.** Pre-prepared questions are important, but take advantage of opportunities to find out about your interviewers, their careers and the particulars of the job itself.
- **Keep your antennae up at all times.** Be alert to how people in the organization address each other, how position/power is defined and displayed, etc.
- **Use your breaks wisely.** Generally, all day interviews include breaks. Use this time to re-energize and assess the day's interaction. Jot down ideas or simply take a deep breath.
- **Do not panic if you have a poor interview.** Instead think about what you would like to have said differently, and look for an opportunity to clarify your response with another interview.
- **If you are interested in the position at the end of the interview, make sure you clearly communicate your desire to continue with the interview process.** This is commonly known as "making a successful close."
- **Most important, be yourself and have fun.** Organizations want to get to know what type of person you are. Simply put, people hire people, not suits and skill sets. Don't hesitate to show your human side if asked about your family or hobbies.

As part of your preparation, understand whether the employer will be paying for your visit and, if so, how reimbursement works. If you are interviewing in an unfamiliar geographic location, familiarize yourself with the area, cost of living and other issues that may be pertinent in your decision to accept or decline an offer.

Follow Up Just as in the first interview, follow up can be critical in making or breaking your second interview. Try to get business cards (or at least titles and addresses) from the people with whom you speak. A short written thank you (not an e-mail) for their time and insights can pay big dividends and can help set you apart from the competition. A phone call may be appropriate to discuss unanswered questions and reiterate your interest.

The Group Interview: *The Stress Interview*

Answering questions and maintaining a dialogue with two or three interviewers at the same time can be a rough and rigorous process. The scenario is not uncommon, particularly in interviews with consulting firms and pharmaceutical companies.

Sometimes you'll know beforehand whether there will be more than one interviewer, but often you may not. Don't be thrown off or intimidated if you enter an interview and find more than one interviewer; always be prepared for the possibility.

The purpose of group interviews is generally to get an idea of how you interact with different people at the same time, to see how you handle stress, and to assess your ability to position yourself (and hold your position) when challenged.

Tips to Keep in Mind:

- Once again, **do your homework** on the organization, industry and current events.
- **Don't expect to have a flowing discussion when faced with multiple interviewers.** The conversation is likely to be more awkward, and being alert and responding forthrightly should be your objective.
- **Don't get wrapped up in merely responding to a barrage of questions.** Highlight your skills/successes, ask thoughtful questions, etc. Be in control of the session.
- **Be aware of how you're responding to non-verbal cues.** Periodically make eye contact with all interviewers, not merely the person to whom you are responding.
- **Avoid being thrown off balance.** If need be, ask for clarification, think through your answers but don't hedge.

Follow Up Just like you would after any interview, follow up with a short thank-you letter (not an e-mail) and possibly a phone call when appropriate.

The Targeted Selection Interview: *Focus on Past Experience*

Targeted selection is a relatively new interviewing technique that focuses on carefully matching job competencies, often called knowledge, skills and abilities (KSA), with data provided by candidates through resumes, job applications, and interview guides. Targeted selection is perhaps the most rigorously scientific of all the interviewing styles used in the healthcare workplace. In a hiring decision based on this technique, complete behavioral information is gathered on each candidate using, among other things, job simulations and assessments of "fit" with the organization. In targeted selection, interviewers are carefully trained and may be the most skilled at this practice than those using other interviewing styles. Often multiple interviewers are used.

An important aspect of targeted selection is the job simulation, where candidates engage in exercises that give interviewers the chance to observe them performing in situations typical of those they would encounter on the job. Thus there is a behavioral or situational dimension to targeted selection, where prior experience and actual performance are helpful in predicting future success. Also, interviewers will attempt to determine whether a candidate will enjoy both the work and the work environment associated with the job. Ratings of candidate performance in the multiple dimensions of targeted selection form the basis of the final hiring decision.

Preparation for a targeted selection interview should include an accurate resume with accomplishments that can be quantified and rated. In addition:

- Reflect on past experiences and be able to describe thoughtfully how you solved a difficult problem or dealt with a "people-related" issue.
- Consider how well your own skills and abilities match the job description or job specifications.
- Prepare to participate in simulations or other forms of testing methods.

Follow up in the same way you would after any other type of interview.

The Case Interview: *Think on Your Feet*

As more HPM students gravitate toward positions in consulting, they encounter the case format more frequently in their interviews. Cases are word problems based on real life business situations. The case interview is no longer just a recruiting tool within the consulting industry. Other environments are increasingly using the case interview to screen an applicant on the ability to think quickly and logically about problems, to demonstrate analytical skills, and to showcase interpersonal skills. Regardless of your career focus, you may encounter the case interview.

Successfully mastering the case interview relies on both art and science. The scientific, logical approach to reviewing case facts will permit you to make great inroads into quickly identifying the issues of the case, but without the art of a well-communicated dialogue, your case interview is doomed. Case interviews are rarely easy; relentless practice is the best method for case interview success.

In a case interview, the interviewer is trying to judge all or some of the following:

- Logical thought process
- General business knowledge and acumen
- General knowledge
- Comfort with quantitative analysis
- Creativity
- Communication skills
- Response under pressure

Types of Cases

Cases come in a variety of shapes and size. The most common cases (especially in consulting) are "long" cases (20-60 minutes) that ask you to analyze a business strategy or operations challenge. You may have multiple cases in one interview. The content of the case will depend on the functional area in which you are interviewing, and a single consulting case interview question may cover marketing, operations, strategic, and financial issues. Depending on the individual, this case may be interactive, allowing you to ask questions as you progress, or one-sided, leaving you to walk through your approach after the problem is initially set up. A suggested methodology or approach to this type of case is found below.

Examples of the long case might be:

- **The CEO case**—Assume that the CEO of a nursing home chain has hired you to determine why supply costs have risen and how to control them. The key to this type of case is to ask questions to gather data, pose a hypothesis, do some analysis and make assumptions. The interviewer wants to understand the process you would use to solve a problem. You may be given data or other information to analyze.
- **The Engagement case**—Assume you have been hired by the director of marketing of a managed care organization to determine why enrollment is decreasing. This case is similar to the CEO case, but you would be asked instead to structure an engagement. How would

you approach the problem? The answer is not in the data; it is in how you would go about the project.

- **Situational or Behavioral case**—These cases have to do with relationship building or a situation where you have to manage a team. They could deal with colleagues or clients and often reflect knowledge gained through past experience.
- **Financial Analysis case**—This case will test your ability to perform analysis of financial statements or information about financial results.
- **Market-sizing questions**—Questions are aimed to assess how comfortable you are with numbers and whether you can identify drivers, make assumptions, and work through to a reasonable answer. "How many golf balls would be used in the US in a given year?" is one example.
- **Brainteasers**—These are structured to find out if you can think out of the box. A classic brainteaser is "Why are manhole covers round?" Suggested answers for all three examples used can be found in the book, *Ace Your Case*.
 - You have two empty jugs. One holds three gallons, the other holds five. How do you get exactly four gallons of water from the tap?
 - There are eight balls, one of which is slightly heavier than the others. You have a scale that you can use for weighing, but you are only allowed to use it twice. How do you find the heavier ball?
 - You have 18 blue socks and 14 black ones in a drawer. It is very dark. How many do you have to pull out before you have a matching pair?

Suggested Methodology

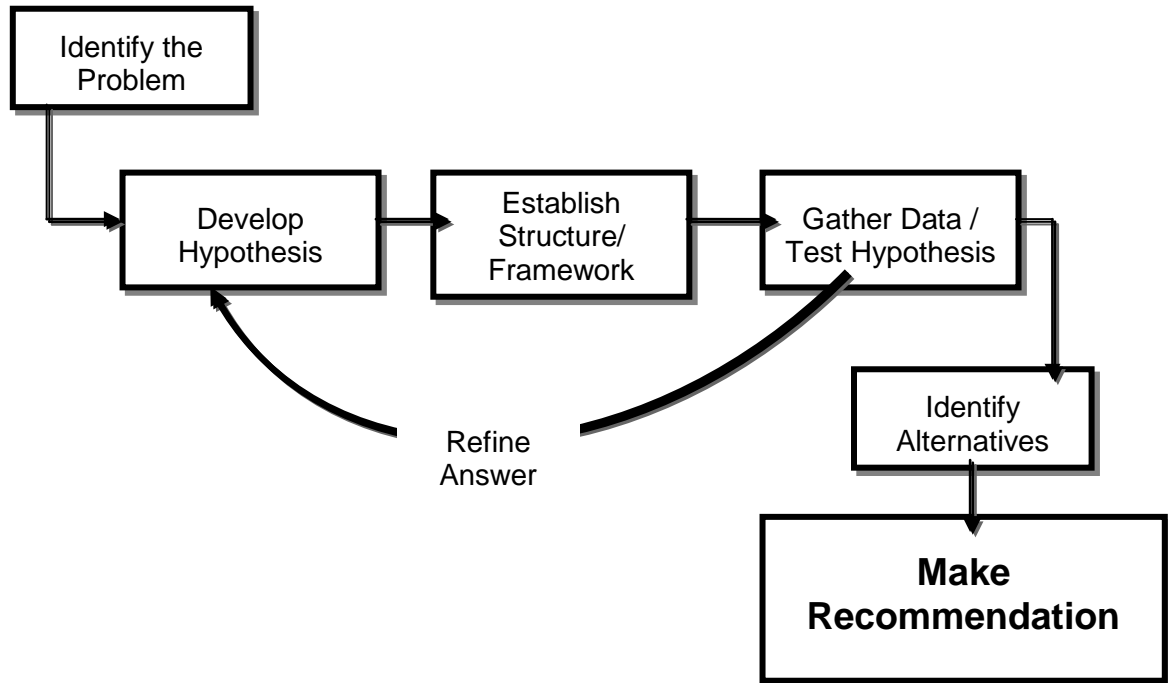
It is important to understand that the method you use to approach the case is just as important as the answer at which you arrive. The following proposed methodology is a helpful starting point in your quest to mastering the case interview. You may find it helpful to customize your approach to your individual style over time. It is important to be flexible and realize that this is only one approach. Different firms and different individuals have different case styles. Be sure to respond to hints, data, or suggestions of the interviewer. More often than not, the interviewer will guide you in the direction they want you to go, and it is up to you to read his/her subtle clues such as "We already looked into that," or "That isn't relevant to this industry."

1. Identify the problem

- The interviewer will begin by verbally outlining a case situation, e.g., margins are declining in the pediatrics division. Listen carefully and write down the main points. Identify the critical/key issue(s). A diagram of the situation may help you think clearly as you dissect the issues.
- Make sure you know what question the interviewer is asking and what type of recommendation they are seeking; keep that objective in mind as you develop your clarifying questions. Consider the following two case scenarios. In the first situation, the overriding question of the interviewer is, "How can we best increase capacity to meet projected service demand?" In the second situation, the overriding question of the interviewer is, "How can we best provide services to meet projected market demand?"

The desired result for both situations is to plan for meeting the market forecast, but the way you would attack the case in each situation would differ.

- Take a few moments to think and organize your approach before speaking. Then communicate your next steps. For example, say to the interviewer, "What I would like to do is spend a few minutes reviewing my notes, then I am going to ask you some questions. After that..." This shows the interviewer your logical approach to attacking a problem and lets the interviewer know you are intentionally taking a few moments of silence to think.



2. *Develop a hypothesis*

Many follow a hypothesis-based approach, which calls for the interviewee to develop a hypothesis early on regarding the nature of the business issue. While some firms prefer this up-front hypothesis, others prefer that you skip this step and work toward a hypothesis and recommendation at the conclusion of the case.

3. *Establish a "framework" or a series of frameworks to structure your analysis*

A framework is a structure that you use to organize your thoughts and help you analyze the critical issues of a case. Choosing a framework is not the main goal of this exercise--it is meant only to guide you. Allow your own creativity to come through rather than being overly reliant on the framework.

4. *Gather data/test hypothesis*

Begin by asking the most basic questions. Work your way methodically through, starting with the most important issue. Your framework will guide you in covering your major points for in-depth analysis in the time allowed. Remember that the case facts will be intentionally ambiguous; keep probing to get the information you need. Think out loud! Let the

interviewer see how you are analyzing the problem by letting them hear your thought process and assumptions out loud.

5. Identify alternatives

Discuss the costs and benefits of each alternative, including your reasons for discounting their relevance in the particular situation. Clearly state your assumptions and your rationale.

6. Make recommendation

- Summarize your analysis and the approach you used.
- Make a solid, data-driven recommendation, choosing an alternative that has a positive net present value and is consistent with the strategy of the firm.
- After your recommendation, an assessment of next steps and further analysis needed is an added plus.

The whole purpose of a case interview is for the recruiter to test your ability to dissect a problem in a logical fashion. Therefore, in your analysis, make sure to justify all your assumptions and decisions. When faced with a complex problem, break it down into manageable portions to allow you to retrace your thought process and proceed down a different path if your first solution is not optimal.

Don't be afraid to ask questions when you need more information; the opening dialogue is intentionally vague. You are not expected to know everything, but your ability to ask poignant, probing questions will shed light into your logical thought process.

Case Interview Preparation

Case interview preparation takes a considerable time commitment on your part. Starting early is advisable, especially in the consulting arena where cases are most prevalent and most rigorous. There are many avenues available for case interview preparation:

- Practice by attacking your cases in a consistent, logical fashion.
- Form informal study groups with your peers and practice on a regular basis. Many students pursuing non-consulting jobs have considered case interview preparation a non-necessity in the past. However, if you would even consider interviewing for these types of jobs, it is wise to pursue at least some level of knowledge early on so that you are not caught off guard. It is also possible for *any* organization to use this technique or some modification of it.
- Evaluate your ability to think strategically.
- Evaluate your understanding of the organization.
- Evaluate your ability to think creatively.

Questions Employers May Ask Candidates

Education-oriented Questions:

- Why did you return to school?
- What made you choose Carolina?
- Are your grades a good indication of your academic achievement or ability?
- How has your degree prepared you for a career in (*function*)?
- What are the most important experiences you had outside the classroom?
- General questions regarding leadership and extracurricular participation.

Goal-related Questions:

- What are your long and short-range career goals? *If you do not have specific career goals, talk about your ideal job. The employer wants to see that you have thought about this and are able to verbalize your goals.*
- How did you decide on these goals, and how will your career enhance your ability to reach them?
- What do you want to get out of your summer internship?
- What is most important to you professionally?
- Where do you see yourself in five years?
- What would you do if money were not an issue?
- Why did you choose the career for which you are preparing?

Employer-related Questions:

- Do you have a geographical preference? Why?
- If you wanted to be in (N.Y., Calif., etc.), why did you pick Carolina?
- Will you relocate? Are you willing to travel?
- Why did you pick our organization?
- What do you know about us? How would you describe us to outsiders?
- What type of organization fits your style and why?
- What do you think it takes to be successful in our organization?
- What level of contribution could you make to our organization?
- What do you see as the greatest challenges in our industry?
- Why should I hire you versus another candidate?

Character-related Questions:

- What do you consider to be your greatest strengths and weaknesses?
- How would you describe yourself?
- How do you think your peers/professors would describe you?
- What excites and/or motivates you?
- Describe your role within a group.
- How do you determine and evaluate success?
- What are the major accomplishments of your life? Your major disappointments? What accomplishments have given you the greatest satisfaction?
- How do you manage your time?
- What major problems have you encountered? How did you handle them?
- How do you deal with criticism?
- How would you handle a situation if your boss/preceptor asked you to do something against your values or beliefs?

Personal:

- Tell me about yourself? *With this generic question the interviewer might be trying to get a sense of your personality. Focus your answer on your personality in regard to being a good employee and not so much on personal history. Start off with positive comments about your work history and habits such as coming in early, staying late, etc.*
- Have you ever regretted a decision you made? Why?
- Why do you want to live in this area?
- Do you have any ties to the community you want to work in?
- How do you determine success?
- Which of your qualifications and personal qualities will make you a successful employee?

Academic:

- How are you doing academically? What courses have you been successful in? Which were the worst for you?
- Do you think that your grades are a good indication of your academic achievement?
- What have you learned about yourself from working in groups during graduate school? What role have you typically played?
- What courses have you taken that give you special qualifications?
- Why did you choose HPM as a major? For what, do you think, will your degree qualify you?

Experience:

- Are you more comfortable working independently, or are you a team player?
- By what criteria will you judge the organizations that offer you positions and the positions themselves?
- How is your experience relevant?
- How do you work under pressure?
- What have you learned from participation in extra-curricular activities?

Chaotic Job Market:

If you're currently searching for a new job or preparing for a career transition, you are most likely well informed about the challenges of the unsettled labor market. But the turbulent economy is also having an effect on the types of questions asked by interviewers and recruiters. Following are three new questions you may hear in your next interview—and how to respond.

- "What do you think about health insurance reform?" This is becoming a favorite question to break the ice at the beginning of an interview. Although the question has little to do with your ability to perform the job, your answer can still make a difference. Employers may ask this question to help them determine your commitment to your career goals. The right answer is one that emphasizes that although you are aware of the issues, your long-term career plan is still in place, and you are taking the appropriate steps to achieve it.
- "You've been out of work for a while. Are you getting desperate?" This question might strike you as a bit too direct, but don't be surprised if you hear some form of it if you've been out of work six months or more. Respond without being defensive, concentrating on the activities you've been doing since your last job ended. Mention any freelancing, consulting, part-time work, research, or educational programs that you have been involved in.
- "We're getting hundreds of resumes every day for this job." Don't be tricked into responding—this is not a question. Employers often mention how many candidates they have in order to intimidate you into accepting a smaller salary. Instead, smile politely and nod, waiting for an actual question.

Others:

- What can you offer us?
- How do you feel about being supervised? By someone younger? By someone with less education?
- Do you mind routine work?
- How do you work under pressure?
- Give an example of a leadership experience (make this relevant to the position).
- What type of outside activities do you enjoy? Why?
- What is the biggest risk you've ever taken?
- Describe a situation in which you failed and what you learned from it.
- What was your greatest frustration in your last job?
- Who would you say has been your most important role model? Why?
- How do you plan to identify with the healthcare profession other than just your work?
- What do you think about a single payer vs. a multi-payer healthcare system?
- What do you see as some of the major challenges facing physicians?
- Do you think healthcare is a right or a privilege?
- Why are you seeking a fellowship?
- What qualities do you think are most important to this position.
- Compare the North Carolina healthcare market to the California market.

Questions Candidates Ask Employers

- How much autonomy/supervision would I have?
- Tell me about some of the people with whom I'd be working.
- What kinds of people succeed here? Fail here? Examples.
- What is the biggest problem facing this organization right now? Greatest strategic challenge?
- What are the major strengths and weakness of this organization?
- What is your annual operating budget?
- What is the approval process for getting things done?
- What types of work assignments or activities might be expected?

Future of the Organization:

- Where do you see the organization in five years?
- What is the organization's mission as you see it?
- To what extent has the organization realized that mission?
- What do you view as the organization's most important asset? Why?

Future of the Position:

- Why was the position created?
- What opportunities might I have to contribute?
- What does the career progression look like? Are there lateral opportunities?
- How do you see the position expanding or changing in the future? How has it changed in the past?

Questions Regarding Expectations:

- What is your policy on internal advancement?
- What would a typical day in the position look like?
- How is success determined here?
- Who evaluates you and what are the criteria for advancement?

Perspectives on Change, Growth and Development:

- What critical factors will determine the organization's growth/success?
- How do employees interact?
- How would you describe the culture of the organization?
- How does the organization plan for (or react to) change?

Interviewing Dos and Don'ts

Do:

Smile and show enthusiasm. If you are by nature a shy and quiet person, force yourself to be more outgoing, even if just for the first five minutes of the interview.

Concentrate on what you can do for the prospective employer, not what they can do for you.

Ask questions that show interest in and basic knowledge about the prospective employer.

Follow up job applications or interviews within a reasonable time, usually 2-3 weeks. Some people hesitate to follow up, and this is a mistake.

Don't:

Don't mention salary or benefits at the *first* interview.

When you've answered a question and have made your point, **Stop!** Don't go on and on or try to wax eloquent.

Don't be critical of school, professors or former employers. Even if you hated your former boss or your first year in HPM, demonstrate your ability to get the best out of any situation.

Don't be offended, defensive, or sensitive to any question.

Don't interrupt or argue with the interviewer.

Don't tell hard luck stories or beg for the job.

Don't ever assume that you are "winning" or "losing" the interview by the way the interviewer seems to be reacting. Some interviewers remain intentionally "stone-faced" to see how you react. Be yourself and stick to your game plan.

Evaluating the Interview

Common Reasons for Rejection

- Inadequate presentation of personal goals and career objectives
- Lack of knowledge or interest in the organization
- Poor general preparation
- Inability to articulate past accomplishments linking them to relevant goals
- Vague, evasive or inconsistent responses
- Failure to ask good questions or to demonstrate interest
- Poor body language (weak handshake, fidgeting, lack of eye contact)
- Lack of enthusiasm/energy
- Lack of self-confidence
- Arrogance
- Poor listening habits, constantly missing cues
- Apathy
- Poor personal appearance, grooming

The Interviewer's Evaluation

Key characteristics being judged include:

- Experience
- Education and training
- Appearance
- Attitude and manner
- Self-expression, and both written and oral skills
- Organizational fit
- Job, organization and industry knowledge
- Motivation
- Judgment
- Leadership qualities/experiences
- Enthusiasm
- Maturity

After the Interview

Follow up can be as important as the interview itself. Remember to take some time to "close the deal" by following some simple hints.

Immediately after an interview, make notes about:

- The position
- The people involved and your interactions with them
- The organization
- The department
- Other clues and information you picked up

Critically assess your performance in terms of what went well and what didn't. What were your strengths and weaknesses? Think about how you performed with your agenda. What did you leave out and why? Use this information as a building block for your next interview.

Write a follow-up letter. Keep it brief and to the point, no more than one page. A handwritten note is **always** better than a typed or electronic version.

Develop the letter as follows:

- Express your appreciation for the person's time and insights.
- Re-emphasize some important issues you discussed.
- Elaborate on how you can contribute (set yourself apart).
- Reinforce your interest and enthusiasm.
- Include any additional information requested by the interviewer as an enclosure.

Sources for jobs appreciate knowing the outcome of your application. These sources, usually obtained through networking, will refer you to other jobs once they know you will keep them informed.

Additional Resources

Healthcare Web Sites

Hirehealth.com www.hirehealth.com

Easy to use; helpful for BSPHs, MSPHs, MHAs and especially for those students interested in biotechnology, pharmaceutical companies.

Absolutely Healthcare www.healthjobsusa.com

Easy to use but not very helpful for the type of healthcare jobs from our department; more information for clinical professionals.

HealthcareJobsOnline www.hcjobsonline.com

Useful to students interested in marketing and finance.

Career Mosaic Healthopps www.healthcare.careerbuilder.com

Good site for MHAs and BSPHs looking to go into hospital, primary care, managed care settings; does not seem very useful for information for MSPHs; moderately easy to use.

Americas Healthcare Source www.healthcaresource.com

Better site for MHAs and BSPHs than MSPHs. Good detailed opportunities. Professional development and career advice offered.

Hospital Jobs Online www.hospitaljobsonline.com

Very reputable hospitals use this search engine. Professional development and career advice offered.

Best jobs USA www.bestjobsusa.com

The medical/healthcare category is most useful for clinical professionals. Professional development and career advice offered.

Career Builder www.careerbuilder.com

May have to sort through search results for relevant jobs, since healthcare or public health is not an option.

Brilliant People www.brilliantpeople.com

Difficult to find results, but potentially useful for MHAs and students interested in marketing; career building information offered.

BlackEnterprise.com www.blackenterprise.com

Moderately helpful; career building information offered.

College Recruiter.com www.collegerecruiter.com

HotJobs.com www.hotjobs.com

Variety of positions posted both in hospitals and other provider organizations. Good for all degree types.

Monster.com www.monster.com

Wide variety of positions; easy to use.

Wall Street Journal www.careerjournal.com

Good site; very beneficial to MHAs and moderately beneficial to MSPHs. Search words are "health care administration" and "public health."

Rising Star Internships www.rsinternships.com

Fairly good lists under "healthcare" and "non-profit."

Rollins School of Public Health <http://cfusion.sph.emory.edu/PHEC/phec.cfm>

Excellent web page, easy to use. More helpful to MSPHs and other Public Health students than MHAs.

Medical and Health Care Jobs Page www.nationjob.com/medical

Lists all jobs rather than providing search engine options; mostly clinical positions.

Career.com www.career.com

Moderately easy to use and potentially helpful for MHA students.

Federal Government Jobs <http://jobsearch.usajobs.opm.gov/index.asp>

Johns Hopkins University Center for Communication Programs www.jhuccp.org/jobpost/

Good site; easy to use.

HPRI <http://hpridirect.com/jobspage.cfm>

Focus does seem to tailor to fitness, but many other job options open for HPM students.

USDHHS www.hhs.gov/agencies

Easy to use; internship information is available; index of agencies under DHHS.

National Institutes of Health www.nih.gov

Agency for Healthcare Research and Quality www.ahrq.gov

Most helpful to MSPHs interested in research.

Centers for Medicare and Medicaid Services (CMS) www.cms.hhs.gov

Easy to use, good for MHAs interested in finance and MSPHs, but limited geographic location.

Health Resources and Services Administration <http://www.hrsa.gov>

The site is very easy to use.

Substance Abuse and Mental Health Services Administration (SAMHSA)

<http://www.samhsa.gov/index.aspx>

UNICEF <http://unicef.org/about/employ/index.html>

World Health Organization (WHO) <http://www.who.int/employment>

Family Care International <http://familycareintl.org/>

Multiple international opportunities.

International Federation of Red Cross and Red Crescent Societies www.ifrc.org/

Few international jobs available and at high positions.

International Organization for Migration www.iom.int

International Women's Health Coalition www.iwhc.org/jobs.cfm

Medecins Sans Frontiers <http://www.msf.org>
Volunteer program for clinicians.

Center for Healthcare Policy and Evaluation <http://www.centerhcpe.com/employment.html>

Management Sciences for Health <http://www.msh.org/employment/positions/index.html> Jobs available in Boston, DC and overseas.

Research Triangle Institute http://www.rti.org/jobs/job_opps.cfm

UNC Curriculum in Public Policy and Analysis <http://www.unc.edu/depts/pubpol/intern.html>
Doesn't offer jobs but offers good resources (though not always specific to health policy).

Public Health Jobs <http://www.publichealthjobs.com>

SpeakOut.com www.speakout.com

American College of Healthcare Executives (ACHE) www.ache.org

Medical Group Management Association (MGMA) www.mgma.com

AcademyHealth <http://www.academyhealth.org>

Assistant Secretary for Planning and Evaluation (part of HHS) <http://aspe.hhs.gov/>

Congressional Research Services (CRS) <http://www.loc.gov/crsinfo/>

Government Accountability Office (GAO) www.gao.gov

Office of Management and Budget (OMB) <http://www.whitehouse.gov/omb/recruitment>

George Washington University Medical Center (Center for Health Services Research and Policy) (GWU) www.gwu.edu

Henry J. Kaiser Family Foundation (KFF) www.kff.org

Mathematica Policy Research, Inc. www.mathematica-mpr.com

The MedStat Group (MedStat) www.medstat.com

The Rand Corporation (RAND) www.rand.org

Robert Wood Johnson Foundation (RWJ) <http://rwjf.org/index.jsp>

The World Bank www.worldbank.org

Constella Group www.constellagroup.com

Avalere Health www.avalerehealth.net

Chemonics www.chemonics.com

The Urban Institute www.urban.org

America's Health Insurance Plans (AHIP) www.ahip.org

American Public Human Services Association (formerly American Public Welfare Association) (APHSA) www.aphsa.org

The Brookings Institute www.brook.edu

Families USA www.familiesusa.org

National Conference on State Legislatures (NCSL) www.ncsl.org

National Governors' Association (NGA) www.nga.org

National Health Law Program (NHeLP) www.healthlaw.org

O*NET Online – <http://online.onetcenter.org>

Occupational Outlook Handbook – <http://www.bls.gov/oco/>

The Riley Guide – <http://www.rileyguide.com> Helpful site that provides information on employment opportunities and job resources on the internet. One of the sections is for Salary Guides. This section has links to several salary guides as well as links for evaluating salary data, such as Cost of Living Information.

CareerBuilder – <http://www.careerbuilder.com>

Lexis-Nexis – <http://www.lexisnexis.com> Best bet for the latest in company information, including company/organization news, financial information, and References and Directories.
Available only at Davis Library.

RESOURCES FOR CONSULTING

Internet: The American Association of Healthcare Consultants Web site is a gold mine of information about consulting as well as lists of links to a variety of other sites.

The Advisory Board Company	www.advisory.com
American Association of Healthcare Consultants	www.aahc.net
Abt Associates	www.abtassociates.com
Access Medical Group	www.access-medical.com
Accenture	www.accenture.com
Arthur D. Little	www.adl.com
AT Kearney	www.atkearney.com
Booz Allen & Hamilton	www.bah.com
Boston Consulting Group	www.bcg.com
Campbell Alliance	www.campbellalliance.com
Chi Systems, Inc.	www.chisystems.com
Comprehensive Medical Consulting Group	www.thecmcgroup.com
CSC	www.csc.com
Deloitte Consulting	www.dc.com/
ECG Mgmt. Consultants	www.ecgmc.com
First Consulting Group	www.fcg.com
Hewitt Associates	http://was4.hewitt.com
JHD Group	www.jhdgroup.com
John Snow, Inc.	www.jsi.com
KPMG	www.kpmg.com
Kurt Salmon Associates	www.kurtsalmon.com
LarsonAllen	www.larsonallen.com
The Lewin Group	www.lewin.com
McKinsey & Company	www.mckinsey.com
Mercer Management Consulting	www.mercermc.com
Mitretek Healthcare	www.mitretek.org
Navigant Consulting	www.navigantconsulting.com
Pershing Yoakley & Associates	www.pyapc.com
Premier Inc.	http://premierinc.com
PricewaterhouseCoopers	www.pwc.com
Policy Studies Inc. (PSI)	www.policy-studies.com
Stockamp & Associates	www.stockamp.com
Tiber Group	www.tiber.com
Towers Perrin	www.towers.com
Triage Consulting Group	www.triageconsulting.com
VHA	www.vha.com

- www.consultinginfo.com: from this site you can subscribe to the free email newsletter, Inside Consulting, or to the Rodenhauer Report, a newsletter written by the former editor of Consultants News. Be sure to check the links to "Resources" and "Leading Firms."
- <http://www.skidmore.edu/administration/career/consulting.htm>: this site contains a few well-chosen links in various areas; easy to use because it is more quality than quantity.

RESOURCES FOR NONPROFITS

Suggested Resources

Newsletters/Periodicals:

- *NonProfit Times*
- *Chronicle of Philanthropy*

Books:

- King, Richard M. From Making a Profit to Making a Difference (Planning/Communications: River Forest, IL)
- Krannich, Ron and Caryl Krannich. Jobs and Careers With Non-Profit Organizations (Impact Publications, Manassas Park, VA)
- Lauber, Daniel. Non-Profits and Education Job Finder (Planning/Communications, River Forest, IL)
- Social Entrepreneurship: Non-Profits for Profit. WetFeet.com Insider Guide (WetFeet.com. Inc)
- Hamilton, Leslie and Robert Tragert. The 100 Best Nonprofits to Work For (Simon & Schuster Trade)

Internet:

- <http://www.vault.com>: industry information, job postings, and employee message boards
- <http://www.wetfeet.com> (Non-Profit & Government): topics covered include Industry Overview, Industry Tables, What's Great and What's to Hate, Job Descriptions and Tips, and Real People Profile™
- <http://www.essential.org/goodworks/>: national directory of social change organizations; presents alternatives to traditional corporate employment