

WILL **YOU** BE EMPLOYABLE?



Employability Skills Manual

Acknowledgments

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For additional copies of this manual, please contact Education for Employment (EFE) at Kalamazoo Regional Educational Service Agency at (269) 250-9300.

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Section One — Getting Started

Introduction

There are several ways to get a job. One way is for the employer to ask you to work. If this happens, you had better realize that you are extremely lucky. Your situation is rare indeed! Usually you have to get out there and dig up your own leads.

This book will help you become more familiar with the job seeking process and give you some tips on how to improve your chances of being hired.

Sound too good to be true? It's easy if you take it one step at a time.

Information Gathering

At the end of this section there is a career planning checklist that will help you through the process.

The first step in looking for a job is to determine your skills, abilities, and talents. What information should you have about your background and experiences? What information will you or an employer need that might be required by law?

Below is a list of the information that you should have when you start your job search:

1. **Social Security Card** – You must have a social security number before you can start to work.
2. **Work Permit** – If you are **under 18 years of age** and not a high school graduate, you must have a work permit. The purpose is to protect you. Apply for a work permit after you have an offer of employment. See samples on pages 65 to 68.
3. **Identification** – A driver's license and/or birth certificate may be required by the employer.
4. **High School Transcript** – Your high school transcript is helpful in completing applications and showing specific classes and grades. It can also show proof of graduation.
5. **Schools Attended** – List all the schools attended including the location and dates you were there.
6. **School Activities** – All extracurricular activities, groups, or teams that you have participated in should be listed. Include any awards received.
7. **Past Jobs** – Know the names, addresses, and phone numbers of past employers as well as your job titles, job duties, accomplishments and the dates you were employed. Include all part-time, summer and volunteer/community service work.
8. **Job Performance** – What did you like or dislike about your past job? Why did you leave? Focus on the positive aspects gained from previous jobs.
9. **Strong Points** – What special abilities do you have that will allow you to excel in certain types of jobs? Can you follow directions accurately? Can you organize or lead others? Do you want to get ahead?
10. **Weak Points** – Are there any reasons that your ability to succeed in a job might be limited? Are your career goals realistic and reasonably attainable?
11. **Work Goals** – What would you like to be doing in five or ten years? What type of job will help you reach those goals?
12. **References** – You will need permission from at least three people to use as references. See more information on page 26.

Assessing Your Strengths and Interests

Have you said any of the following lately?

- I don't know what I want to do with my life.
- I'm not sure if I should go to college.
- My job doesn't quite fit me.
- Is there a test or something that can tell me what career is right for me?

The answer to all of these statements lies in knowing who you are and your interests. You can't take a test that will, as if by magic, tell you what to do with the rest of your life. You can, however, use a combination of self assessment tools that will aid you in your decision.

The first step in the career planning process lies in self assessment. This is the process of gathering information about yourself in order to make an informed career decision. Values, interests, personality, and skills should be looked at in a good self assessment. Below you will find some different ways to gather more information about yourself and certain careers.

1. Talk with your friends who are taking other Education for Employment (EFE) courses. Ask them what they are learning in their class about that specific career and career pathway. Does this sound like something you would enjoy?
2. Speak with your EFE instructors about why they chose their career path. Ask them how you might find out more about their field.
3. Check with your EFE teacher or counselor to find out what assessments are available at your school. Different schools have access to different assessments so he/she can help you in determining what tool would be best for you.
4. There are many online assessment tools available. Some of these assessments are free and can be found on websites such as www.mitalent.org. When you get to the mitalent website, choose the Career Explorer tab and then choose Skill Assessment. You have the option to work in one of the two career assessment programs: CareerOneStop Skills Profile or mySkills myFuture. The Holland Code quiz is also a quick quiz to match what you like to do with careers. You can take it for free at this link: www.rogue.edu/Counseling/HollandCodes/test.asp. Next, the Keirsey Temperament Sorter will provide you with a free report about your personality type. You can take it at this link: <http://www.keirsey.com>. You can get more detail about your report for a fee. Finally, another online career assessment tool that is available for a fee is www.careerkey.org
5. Since you will be employed most of your adult life, you owe it to yourself to explore all your career interests. Don't limit yourself to only those careers which you have always thought to be "appropriate" for your gender. Choose a career that fits you, your goals, and your desired lifestyle. From that point, it's just a matter of getting the right education and training necessary to get the job you want.
6. Most important ... use your imagination! Don't decide on a particular type of training or job until you have found out a lot more about other jobs that match your abilities and interests. The more time you take to explore, the better chance you will find employment that is a good fit for you.

Where To Look for a Job

Once you have your information organized, it is time to start looking for a job.

Here are some common sources of job information:

Word of Mouth

The best source is the old reliable “*grapevine*.” Ask around! Ask family, friends, neighbors, and co-workers if they know of any businesses who are hiring. Talk with the parents of your friends. Ask them for leads and let them know you are looking for a job. More job leads are discovered through networking than any other method.

Pounding the Pavement

This is the oldest method of job hunting, especially for entry-level positions. This means literally going door-to-door and submitting job applications. Be sure to always dress professionally for those rare occasions where you may be interviewed on the spot.

“HELP WANTED” Signs

Maybe the simplest method of all is the good old “Help Wanted” sign in the front window. If you see one, don’t go in right away. Take some time to prepare. Write a cover letter and prepare a resume. Also, brush up on how to fill out a job application and practice your interviewing skills.

Public Employment Agencies

- Youth Opportunities Unlimited (YOU) provides various career services including job placement assistance for students in Kalamazoo County. Some of their services are based on income eligibility. School credit may be available in certain situations. The phone number for YOU is (269) 349-9676 and the website is www.kresa.org/you.
- Michigan Works provides services for job seekers of all ages. Some of the services include job placement, access to the Michigan Talent Bank and career assessment and counseling. Their website address is www.michiganworkssouthwest.org. The phone number for the Kalamazoo County Service Center is (269) 383-2536. Take time to visit your local Michigan Works office. Some employers will leave applications that can only be obtained at that location.

Newspapers

Newspapers usually list jobs under the “Help Wanted” column of the classified ads. Many newspapers are now putting their Help Wanted ads on their websites. These are usually unique listings specific to a certain location. One website to try for Michigan classifieds is www.mlive.com/jobs. Some companies are advertising in nontraditional sites such as www.craigslist.org. The key here is to be persistent!

List of Employers

Check the yellow pages of your telephone book, industrial directories, and your local Chamber of Commerce listings. They will tell you about local businesses or employers.

Government

Civil Service Commission jobs involve working for your local, state, or federal government. In order to get a civil service job, you must take a civil service occupation-specific test. Candidates for civil service jobs are then contacted based on their test score. Most post offices have application forms and information on civil service opportunities. The armed forces offer job training and career opportunities. Civil service jobs can be found at www.usajobs.gov (federal) and <https://www.governmentjobs.com/careers/michigan> (state).

Unions

Industrial and trade unions have exclusive hiring authority for some companies, usually through apprenticeship programs. Listed below are some of the unions represented in the area that have apprenticeship programs. The first step in becoming part of an apprenticeship program is filling out an application, which can be obtained by calling the numbers listed below. Most applicants take some type of aptitude test and must receive a certain score to be asked back for an interview. After the interview process, the union selects who they will invite to be part of their program. The apprenticeship programs last 3-5 years during which time you are being paid for working as well as going to school for training in the field. For a more detailed list visit the “Become an Apprentice” website at www.miroad2work.org/michigan-apprenticeship. This site gives a variety of information about each trade including scope of work, requirements, and length of program. You can also ask your EFE instructor if you don’t see a union listed for your area of interest.

Carpenter’s Union Local 525
(269) 345-8601; www.hammer9.com

International Brotherhood of Electrical Workers (IBEW) Local 131
(269) 382-1762; www.ibew131.com

Iron Workers Local 340
(248) 344-9494; www.ironworkerslocal340.com

Union Millwrights Local 1102
888-426-6379; www.hammer9.com

Plumbers and Pipe Fitters Local 357
(269) 679-2570; www.ualocal357.com

Sheet Metal Workers Local 7
(269) 342-8842; www.sheetmetal7.org

Career Fairs/Job Expos

Career fairs and job expos are another great resource for job leads. They can also help job seekers get internships as well as begin the networking process. They may be set up by a number of different organizations. Some types of career fairs to look for are school sponsored fairs, community sponsored fairs, professional fairs and specialty fairs. Many times you can receive an interview right onsite and potentially leave the fair with a job! Visit www.mitalent.org and click on “Job Seekers,” then “Other Resources” then “Job and Career Fair Calendar” for job and career fairs in Michigan. Another great website for job fair tips and links to resources is www.michiganworkssouthwest.org/events/.

Online Job Sites/Job Boards

The trend in job hunting is to search for jobs and post resumes on the many job boards/job sites on the Internet. Even though there are thousands of jobs listed and thousands of job seekers using them, many potential employees have received job interviews using this search method. Three basic categories of job sites are available. First, there are the big general job sites such as SimplyHired, Monster or Indeed. These sites carry job postings in many different career areas and several different locations. Second, there are industry-specific job sites such as Career Vitals, which carry postings for a specific industry. Third, there are geographic-specific job sites such as mlive.com, which carry job postings for a certain region. Some sites to help you get started are listed below. For tips on applying online see page 36.

Part-time/Hourly jobs/Summer jobs/Jobs for students

www.coolworks.com (amusement parks, camps, state parks, resorts, etc)
 www.groovejob.com
 www.quintcareers.com/teen_jobs.html
 www.snagajob.com
 www.teenjobsection.com

Michigan jobs

www.facebook.com/jobs
 www.governmentjobs.com/careers/michigan
 www.hireteen.com/location/michigan
 http://kalamazomicoc.weblinkconnect.com/jobbank
 www.mlive.com/jobs
 www.michigan.jobing.com
 www.careermatrix.com
 www.michiganworks.org
 www.mitalent.org/job-seeker

National jobs (including Michigan)

www.monster.com
 www.linkup.com
 www.allstarjobs.com
 www.job.com
 www.ajb.dni.us
 www.careerbuilder.com
 www.indeed.com
 www.simplyhired.com
 http://jobs.livecareer.com
 www.governmentjobs.com
 www.k12jobspot.com

Private Employment Agencies

These companies make their living by finding jobs for people. When applying to a temporary staffing agency or an employment service agency, it is important to ask up front if there are any fees associated with applying to do work for them. Sometimes the employer will pay the fee, sometimes you will have to pay. Make sure you know who is responsible for paying the fee.

It is also important to make sure you have done your research on the agency itself, such as asking what types of jobs they place. If you are someone interested in locating a temporary position as an Administrative Assistant, you do not want to waste your time or the agency's time applying at an agency that only places temporary manufacturing labor positions.

When applying at a temporary staffing agency you will be asked to complete an application, take some assessment skills tests as well as a drug screen. Be sure to arrive prepared to complete an application completely, including references. It is also important that you keep appearance in mind when applying at a temporary staffing agency. Applying at a temporary staffing agency is similar to a job interview situation. First impressions count and your personal hygiene as well as your dress set the tone for the impression you leave with them.

The following is a list of some of the employment agencies in the Kalamazoo area. You can find a listing for the entire state of Michigan by going to **www.mitalent.org** and clicking "Job Seekers" and then click on "Other Resources" for Temporary Employment Agencies in Michigan.

Accountemps – specializes in temporary accounting and finance professionals.

(269) 226-8501

www.accountemps.jobs.net

Aerotek – specializes in contract, contract-to-hire, or direct placement in a variety of disciplines.

(269) 903-4440

www.aerotek.com

AccessPoint – specializes in human resource outsourcing.

(888) JOB-TEAM

www.apteam.com

EG Workforce Solutions – specializes in permanent and temporary contract, light industrial, administrative, professional and technical placements.

(269) 388-2175

www.egnow.com

People Ready – specializes in temporary and permanent employment in a variety of disciplines.

(269) 276-0111

www.peopleready.com

Manpower – specializes in permanent, temporary, and temporary-to-permanent staffing.

(269) 382-5954

www.manpower.com

Onstaff USA – specializes in office/clerical, light industrial, technical, and professional placements.

(269) 385-6292

www.onstaffusa.com

Snelling Personnel Services – specializes in full service staffing from office support to highly specialized professionals including medical staffing.

(269) 342-2715

www.snelling.com

Trillium Staffing Solutions – specializes in temporary, contract, or permanent staffing.

(866) 246-0185

www.trilliumstaffing.com

Welsh & Associates – specializes in engineering, accounting, finance, manufacturing, sales, marketing, supply chain, information technology and human resource placements.

(269) 488-8836

www.welshandassociates.net

WSI – specializes in temporary, contract, project-based or onsite staffing in a variety of disciplines.

(269) 488-5100

www.wsitalent.com

Professional Trade Organizations

Every career field has at least one professional organization. Most of them have websites that have some sort of job posting/resume exchange program. They are also a great place to network.

Final Thoughts on Where to Look for a Job

Remember...in order to be successful in your job search, you not only need to develop as many job leads as you can; but you also need to follow-up on every lead. After you submit your cover letter and resume, call potential employers to confirm that your material was received and ask about the timeframe for interviews. You may want to develop a follow-up log to keep track of each job lead and the dates you followed up including the names, titles, and phone numbers of the people you talked with. Finally, be sure you have a professional job-search package which includes a cover letter (tailored to each specific job) and a resume (focused on your qualifications and accomplishments specific to each job). These documents are discussed in the next two sections of this booklet.



Career Planning and Job Search Checklist

Step 1: Information Gathering

- I have applied for and received a social security card. You will not be able to start work without this.
- I have obtained a work permit. If you are under 18 years of age and not a high school graduate, you must have a work permit. You apply for your work permit at school after you have an offer of employment. (See samples on pages 65-68.)
- I have a driver's license and/or birth certificate, which will be required by your employer.
- I have a copy of my high school transcript. This will be helpful to you when completing applications and showing specific classes and grades. It can also show proof of graduation.
- I have a list of all the schools I have attended including the location and dates I was there. This will help you when completing job applications.
- I have a list of all my extracurricular activities in which I have participated up to this point in my life. Include all clubs, groups, and teams in which you participated both in school and outside of school. Include any awards you received.
- I know the names, addresses, and phone numbers of past employers as well as job titles, job duties and accomplishments as well as the dates (month/year) I was employed for each employer. Include all part-time, summer, and volunteer/community service work.
- I know all of my strengths/special skills/abilities/qualifications/certifications that I have that will allow me to excel in certain types of work. (Do you follow directions? Can you organize or lead others? What do you do to get ahead?)
- I know all of my weaknesses and what I am doing to strengthen them. I am also aware of my limitations.

Step 2: Assess Your Skills and Interests

- I have identified all of my strengths, skills, interests, and values. (More information about assessments on page 4.)
- I have made a list of possible job titles and fields of interest.

Step 3: Prepare for Your Job Search

- I have identified the geographic location where I'd like to work.
- I have organized a list of all the employers I would like to contact in that area.
- I have created a resume and cover letter and have had it critiqued by at least three people. (Read the resume and cover letter sections of this manual beginning on page 14.)
- I have a list of references (at least three) and have asked permission. (More information on page 26.)
- I have prepared a portfolio of work samples that highlight my skills.
- I have analyzed my strengths/special skills/qualifications/certifications and can communicate how they will benefit employers.
- I have prepared for interviews by practicing responses and/or doing a mock interview. (See pages 50-56)
- I have interview attire that is appropriate for the field in which I plan to work.
- I have a professional-sounding voicemail on my cell phone.
- I have a neutral/professional email address and check my email regularly.
- I make sure that my profile and the information I post online (Facebook, Twitter, etc.) is professional and would feel comfortable if a potential employer saw it.

Step 4: Start Searching

- I have a system for keeping track of my contacts and positions I have applied for.
- I follow-up on my job leads within one week and a second follow up if needed within two weeks.
- I keep in touch with my networking contacts and update them.
- I send follow up letters or emails to every person who interviews me.

Welcome to the Job Market

The U.S. labor market is an economic measure of the number (or percentage of the population) that is working or actively seeking work. The U.S. economy needs competitive and highly-skilled labor that can respond quickly to changing business needs.

How the Job Market is Changing

The Labor force is growing	2014	2024	% Change
The civilian labor force (16 yrs. & older)	155.922 million	163.77 million	5.0
The labor force is a diverse group:			
	2014	2024	% Change
• White	123.327 million	126.143 million	2.3
• Black	18.873 million	20.772 million	10.1
• Asian	8.76 million	10.792 million	23.2
• Other groups	4.961 million	6.063 million	22.2
The labor force includes both genders:			
	2014	2024	% Change
Men	82.882 percent	86.524 percent	4.4
Women	73.039 percent	77.246 percent	5.8
The labor force is aging:			
	2014	2024	% Change
Workers age 16 to 24	21.295 million	18.498 million	-13.1
Workers age 25 to 54	100.767 million	104.697 million	3.9
Workers age 55 and older	33.86 million	40.575 million	19.8

getting started

What do all these facts and figures mean for me?

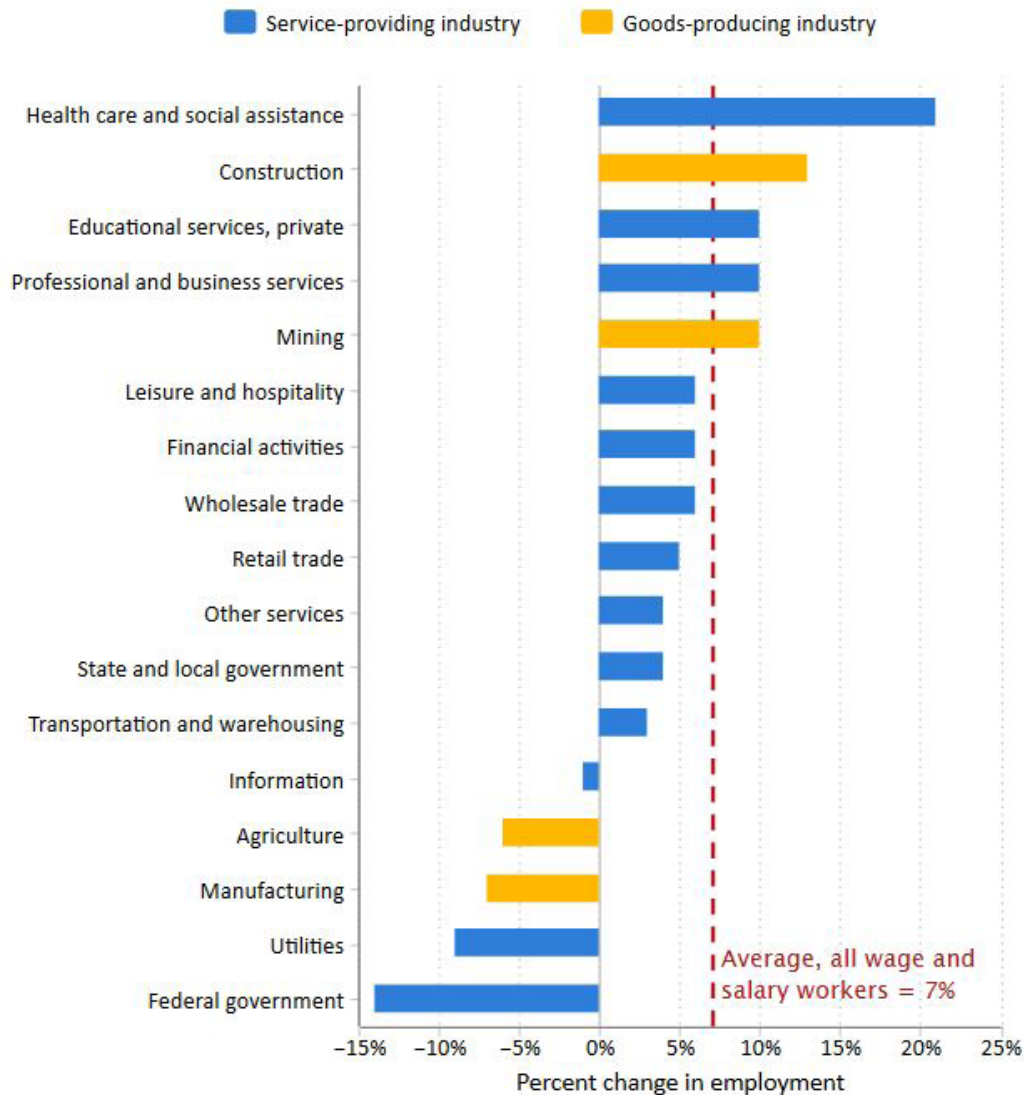
- The labor force continues to increase and is becoming more diverse.
- More people in the labor force are entering prime retirement age.
- The labor force for youth (ages 16 to 24) is projected to decrease.

Growth by Major Industry Sector

Chart 1: Growth by Major Industry Sector

Percent change in employment of wage and salary workers, projected 2014-24

getting started



Source: U.S. Bureau of Labor Statistics.

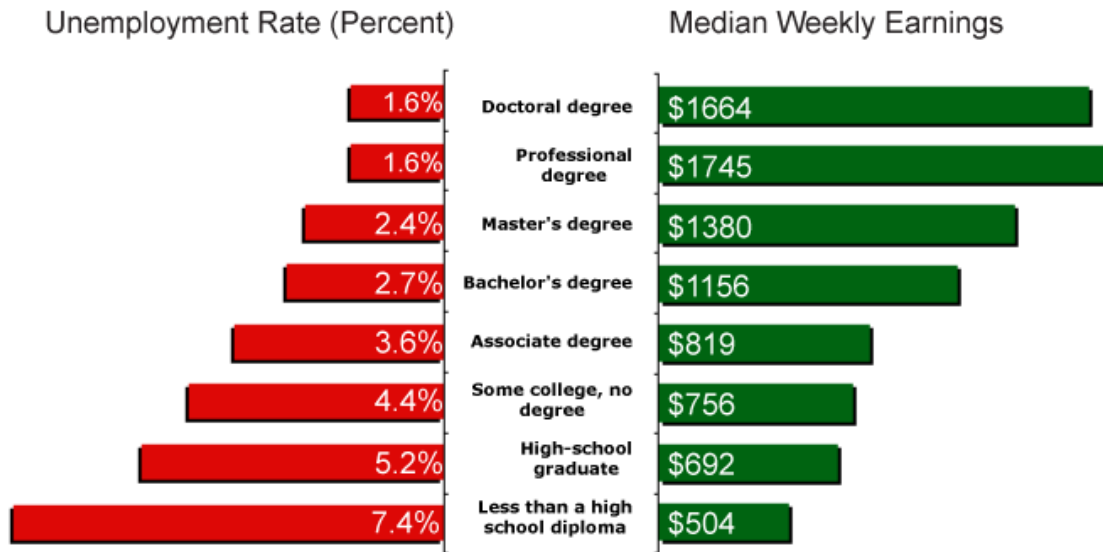
What do all these facts and figures mean for me?

- Most jobs are in the service sector, specifically health care, social assistance, construction and private educational services.
- Healthcare occupations and industries are expected to have the fastest employment growth and add the most jobs.
- Construction is projected to add 790,400 jobs by 2024.

More Education Leads to Lower Unemployment, Higher Earnings

Chart 2: Education & Training Pays, 2016

Unemployment & earnings for workers 25 & older by educational attainment; earnings for full-time wage and salary earners



Source: U.S. Bureau of Labor Statistics.

What do all these facts and figures mean for me?

- For 11 of the 15 fastest growing occupations, some level of postsecondary education is typically required for entry.
- Workers age 25 and over who have less education than a high school diploma had the highest unemployment rate and the lowest median earnings.
- Each level of education you complete may help develop more skills and give you access to high paying occupations.

Section Two — Resumes

Creating Effective Resumes

What is a resume?

- A short (one-page) document showing an employer that you are a desirable candidate for a job.
- A statement of facts (using keywords and action verbs) that highlights your accomplishments, work and volunteer experience, skills and education/training.
- A document that highlights your skills (technical & soft) as well as your experiences relevant to a specific position.

What is the purpose of a resume?

- To gain a potential employer's interest.
- To obtain an interview.
- Used by the employer as a screening device.



Check Out These Websites

www.aie.org/find-a-job/write-your-resume (*includes information about money management, FAFSA, scholarship searches as well*)

www.livecareer.com/resume-examples

www.careeronestop.org/JobSearch/Resumes/ResumeGuide/Introduction

www.thebalance.com/high-school-resume-template-206326

www.studypoint.com/ed/high-school-student-resume (*focuses on building a resume for scholarship applications*)

Common Resume Myths

Listed below are some common resume myths:

Myth	Fact
A good resume will get you a job.	A good resume may get you an interview.
Write one resume for all positions.	Target your resume for each job by matching your skills and experience to the job description.
Always include an objective.	Objectives are outdated and talk about what you want, not what the employer is looking for.
Employers have plenty of time to read your resume.	On average, an employer will skim your resume in 20 seconds.
White lies are okay.	Only factual information should be included on your resume. Lies can get you fired.
Templates are a great tool to use when creating your resume.	When you use a template, your resume will look the same as everyone else. You will not stand out from the other applicants.
It is okay to use personal pronouns such as “I,” “me,” or “my.”	Leave these off your resume. Instead, begin your bullet points with action verbs.
Having a typo on your resume is not a big deal.	Typos (spelling errors, not capitalizing proper nouns, etc.) show a lack of attention to detail and can make you come across as careless.
Achievements and Skills should be highlighted in a separate section.	Showcase your achievements by bulleting them in your experience.
Include all of your soft skills (e.g. Communication, Team Work, etc.).	Include only the soft skills most relevant to the job and support with evidence.
Never use color.	When used conservatively, color can enhance your resume.
Spacing on your resume is not very important.	Having a sloppy format by not ensuring consistent spacing, lining up text, and other details can compromise the overall look of your resume.
Paragraphs are acceptable.	Use short, concise wording.
Include “References Upon Request” and/or list your references on your resume.	Create a separate reference page.

Types of Resumes

There are two main types of resumes: Chronological and Skills-Based/Functional.

1. **Chronological** – When using this type of resume, you will list your experience in reverse chronological order (i.e. most recent experience is listed first).
 - Reasons to write a Chronological Resume: This format is preferred by most employers because it provides a quick snapshot of your work history. In a recent Accountemps survey, 75% of hiring managers prefer a chronological resume. It is also the most popular and widely-used. If you have a good work history and experience that is aligned to the job you are applying for, use this format.
 - Reasons to avoid a Chronological Resume: Do not use a chronological resume if you have gaps in your work history, have frequently changed jobs or do not have any work history. Also, if you are changing your career field, this type of resume may be difficult to highlight transferrable skills.

2. **Skills-Based/Functional** – This type of resume focuses on your skills and experience rather than your chronological work history.
 - Reasons to write a Skills-Based/Functional Resume: This structure makes it easier to tailor your resume to the requirements of the position. You can also emphasize your experiences and accomplishments.
 - Reasons to avoid a Skills-Based/Functional Resume: If you have a solid work history, it is best to avoid this format because it is very uncommon. Some hiring managers see the Skills-Based/Functional Resume as a red flag that you are hiding something. It also is harder to skim quickly, which is what hiring managers will do.

General Tips for all Resume Types

1. Always describe your experiences and skills honestly and accurately.
2. Don't crowd your resume, make it easy to read and easy to find important information. Single space within sections and double space between sections. The resume should be balanced, centered from top to bottom, as well as left to right.
3. Use action verbs to describe experiences, skills, accomplishments and duties. See examples on the next pages.
4. Be consistent with your formatting from section to section.
5. Include all technical skills you possess such as proficiency using software programs, ability to operate specialized equipment and fluency in other languages. Be as specific as you can with model numbers and versions of software.
6. Don't list class rank or GPA unless it is something for which you are very proud. As a general rule, include GPA only if it is above 3.0.
7. Never discuss salary in the resume or cover letter.
8. Make sure you have proper use of past or present tense.
9. Have someone else proofread it for you. Make sure it's perfect. Check for all spelling, grammatical and punctuation errors. This resume represents you; make it look professional!
10. Use a font that is clearly read when printed, such as Arial, Garamond or Calibri. Size 11 or 12 point font is the best.
11. List sections of the resume in order of importance to the employer.
12. Spell out all words completely; avoid abbreviations. Explain acronyms such as BMA or HOSA.
13. Larger companies, the government, third party staffing agencies and posting boards on the Internet may use Applicant Tracking Systems (ATS) that search for job-specific key words. In this case, your resume should **not** be emailed or uploaded in PDF format. Email or upload in MS Word or rich-text format and keep formatting simple.

Tips for Email Submission

1. Use your full name as part of the file name when you save your resume. This makes the resume attachment easily identifiable for the employer.
2. The subject line of the email message should include your name and the position you are applying for.
3. Send yourself a blind carbon copy of the email so you have a record of the submission.

4. Use a dedicated professional business email address for your job search. Never use your work or school email account when looking for a new job. Be sure that the email address you are using for submission matches the email address listed on your resume header. Make sure you read your email every day!
5. Never submit your resume without explanation. The body of the email is your cover letter. (See Section Three Cover Letters)
6. Always attach the resume instead of pasting it into the body of the email. Text resumes are the only exception if the employer doesn't accept attachments.

Action Words Related to Specific Skills

Instead of listing out skills you have (leadership, communication, etc.), use these verbs to create vivid language that captures what you have done. Use the following words to make your resume descriptive and informative:

General Words to Use on your Resume

Assisted	Attended	Called	Committed	Communicated
Cleaned	Developed	Delivered	Ensured	Filed
Gathered	Helped	Inventoried	Led	Made
Monitored	Named	Organized	Participated	Performed
Promoted to	Ran	Received	Responded	Served
Stocked	Supported	Taught	Worked	Was

Leadership, Management & Supervision Skills

Example: Trained up to 5 new employees in customer service and food preparation procedures over a one year period

Administered	Controlled	Coordinated	Directed
Employed	Executed	Guided	Headed
Implemented	Initiated	Maintained	Managed
Motivated	Supervised	Trained	Was Responsible for

Promotion & Sales Skills

Example: Consistently met daily sales goals by effectively communicating daily promotions to customers

Communicated	Demonstrated	Described	Generated
Increased sales	Marketed	Negotiated	Offered
Persuaded	Promoted	Recommended	Sold

Problem-Solving Skills

Example: Brainstormed a new way to organize inventory to reduce the time spent searching for an item

Analyzed	Brainstormed	Designed	Developed	Evaluated
Experimented	Found	Identified	Improved	Investigated
Proposed	Streamlined	Solved	Sorted	Strengthened

Communication

Example: Presented ideas for Homecoming floats to 100+ freshman students

Authored	Collaborated	Convinced	Edited
Facilitated	Influenced	Instructed	Interpreted
Presented	Spoke	Translated	Wrote

Initiative & Creativity

Example: Created a new webpage that generated 300 hits per day

Created	Devised	Enhanced	Initiated
Invented	Innovated	Originated	Refined

Research

Example: Conducted research and interviews on bullying at the middle school to write an article for the newspaper

Clarified	Collected	Conducted	Recorded
Reviewed	Researched	Proposed	Summarized

Technical

Example: Operated machine tools such as lathes and grinders to produce metal parts

Assembled	Built	Calculated	Computed	Designed
Engineered	Fabricated	Maintained	Operated	Overhauled
Programmed	Remodeled	Repaired	Solved	Upgraded

Customer Service / Helping

Example: Provided one-on-one and group tutoring for 30+ at-risk elementary students through an after school reading program

Assisted	Coached	Enabled	Familiarized
Helped	Provided	Served	Tutored

Math & Quantitative

Example: Calculated an estimate for new school store inventory needed for Registration Day

Balanced	Budgeted	Calculated	Computed
Converted	Estimated	Figured	Inventoried
Projected	Purchased	Quantified	Reconciled
Recorded	Reduced	Tabulated	Totaled

Getting Results / Hard-Working

Example: Achieved title of Most Important Player through good attendance and exceptional effort at practices and games

Accomplished	Achieved	Attained	Completed
Delivered	Earned	Finalized	Generated
Increased	Introduced	Obtained	Produced

Organization

Example: Coordinated weekly meeting schedule for 25+ club members

Allocated	Arranged	Assigned	Classified
Mapped out	Organized	Scheduled	Straightened

Constructing a Resume Bullet Point

Under each position you listed on your resume (work, volunteer, sport, etc), list bulleted accomplishment statements. These statements will describe what you did in each position and the results of your actions. This is where you can demonstrate your skills.

Bullet Point Formula = Action Word + Example + Result

Action Word: Always begin your bullet point with an action word. Use a variety of action words to show different skills. (Refer to Action Word examples on pages 17-18).

Example: Be descriptive and specific about what you did. How did you do this skill? If possible, always quantify (ex. 30 students, 10-page report, 8 tables, over a year, etc.)

Result: State what you achieved from your example. What was the purpose of you doing what you did or why did you do it?

Examples of Resume Bullet Points

Action Word: *Tutored* 1st grade students
Served customers food
Led practices
Read blueprints

Example: Tutored *1st grade students in reading for one school year*
 Served *food to at least nine tables of customers*
 Led *practices for over 30 teammates when coach was away*
 Read *up to three blueprints per shift*

Result: Tutored 1st grade students in reading for one school year *using teacher's curriculum to improve all students reading scores on Dibels test.*
 Served food to at least nine tables of customers *to ensure efficient food service.*
 Led practices for over 30 teammates when coach was away *to prepare for state competition.*
 Read up to three blueprints per shift *to accurately measure part tolerances.*



Sample Heading/Letterhead

Your Name

123 Rose Street, Kalamazoo, MI 49001
(269) 454-3234 yourname@gmail.com

The above is an example of a letterhead that could be used on all documents for the job search process – cover letter, resume, references, thank you letter, etc. You will see this sample letterhead used throughout this manual. When creating your letterhead, remember that professionalism is your goal. Avoid using decorative fonts or graphics. Make sure your name stands out more than your address.

You should create one file that is just your letterhead to be used as needed. You would open this file and use it as a starting template for your other documents. Remember to always Save As when creating new documents to keep your letterhead file unchanged. Look at the following resumes and other documents in this manual for more letterhead examples.

DID YOU KNOW...

What recruiters want to see from job seekers?

Resumes tailored to the open position – 63%

Skill sets listed first on a resume – 41%

Cover Letters – 40%

Application addressed to hiring managers – 22%

Links to personal blog, portfolio or website – 16%

Source: CareerBuilder – www.careerbuilder.com



Sections of a Resume

The sections most commonly included in a resume are the following:

① Heading

- Your full legal name should stand out slightly more than the rest of your contact information. Use a larger font, bold or use lines to emphasize your name.
- Your header should include your name, your complete mailing address with zip code, and your telephone number with area code and your email address.
- Include your cell phone number if this is the easiest way to reach you. Make sure your voice mail is set up, can accept new messages and sounds professional.
- Make sure your email address is appropriate and reflects positively on you. Your business email address should include first and last name. Do not include slang, nicknames, birthdate or other unprofessional language. (For example, jsmith@gmail.com).

② Strengths or Skills Summary/Professional Summary (optional)

- This is the first section on a resume.
- This section replaces the objective. It should be a personal statement that authentically describes your passions and strengths in a way that matches the job you are applying to. Think of it as a personal mission statement.
- This section spotlights the skills that you have to contribute to the position/organization.
- The keywords utilized in this section can help increase the number of hits if the potential employer uses an electronic process to match applicants with job requirements.
- Include social media handles (LinkedIn), URL to personal website, blog or portfolios.

③ Education

- List your most recent education first.
- List school name, city and state, expected date of graduation or completion, and any specific programs of study/special training.
- List related classes you have taken. Use actual course titles not abbreviations or acronyms.
- Include academic honors and attendance recognition as well as the years received.

④ Work Experience

- Show current or most recent job first.
- List job title, name of employer, city/state of employer and dates of employment. For dates of employment, month and year is sufficient. If you are still working, state “Present” for the ending date.
- Describe your responsibilities in short statements using action words. Make sure you vary your wording so your responsibilities/duties do not sound the same. Do not use the pronoun “I” when describing your responsibilities/duties. Use strong statements that make your skills/responsibilities/duties stand out effectively on your resume. Try to quantify whenever possible. See examples on page 19.
- You should have at least three responsibilities/duties for each position listed on your resume. More is always better! When describing job responsibilities, use action words shown on pages 17-18.

⑤ Volunteer Experience/Community Service

- Show current or most recent volunteer experience first.
- List type of volunteer experience, name of organization, city/state, and time period or number of hours volunteered.
- List responsibilities and experience gained.

⑥ Activities/Awards/Special Skills

- List skills that you have acquired through your coursework or work experience. Be specific. Example — Proficient in Microsoft Word 2016. See resume examples beginning on page 22.
- List clubs and organizations to which you belong.
- List special awards and certificates.
- List athletic experience. Include years of experience and any special awards or leadership roles.

Sections of a Sample Resume

① Your Name

1234 Rose Street, Kalamazoo, MI 49001

(269) 454-3234 yourname@gmail.com

② SKILLS SUMMARY

Versatile and multi-skilled person. Excellent mechanical aptitude and work-ethic. Passionate about working in the automotive field and works on engines while not at work as an assistant mechanic.

③ EDUCATION

Grover High School – Expected graduation 2018

Mayville, MI

Courses taken: Auto Technology and Computerized Manufacturing

Maintained B average

Activities

Track (2016–present)

Cross Country (2015–present)

- Selected for All Conference Team (2016)

④ WORK EXPERIENCE

Uptown Garage, Union, MI

January 2016–present

Assistant Mechanic

- Work on all makes and models of vehicles (including domestic and imports)
- Perform a variety of maintenance and repairs ranging from tune-ups to complete engine overhauls

Simmons Detasseling, Portage, MI

Summer 2015

Crew Member

- Followed directions of Lead Foreman
- Worked on a team to detassel corn
- Invited to return for the next summer as a Lead Foreman

⑤ VOLUNTEER EXPERIENCE

- Led a team of four students in the Breadlift fundraising event benefiting the March of Dimes (2015–2017)

⑥ HOBBIES AND AWARDS

- Stock car racing
- Automobile customizing
- Rebuilding cars to original condition
- Awarded Southwest Michigan Hot Rod of the Year–2017

CERTIFICATIONS

- ASE Engine Repair (2017–2019)
- ASE Repair (2017–2019)

Sample Chronological Resumes

Your Name

yourname@gmail.com

1005 Summer Drive, Maeburg, MI 49000

H:(269) 555-1234

C:(269) 555-4321

TECHNICAL SKILLS

Experience with CAD and Autodesk. Familiar with 3D printers. Used Ladder Logic to program robotic functioning. Soldering, desoldering and rework of electronic instrumentation. Planned and completed personal computer builds. Familiar with coding in Python. Coded two separate servers.

EDUCATION

Maeburg High School, Maeburg, MI 49000

- Expected date of graduation: June 2018
- Planning to study engineering after high school

WORK EXPERIENCE

Part-time Co-Op, Innovative Products Inc., Kalamazoo, MI 49009

August 2016 to present

- Assembly of parts
- Manufacturing of parts
- Ensure quality during manufacturing by precise measuring of tolerances
- Shadowing of different areas of the shop including the QC departments

Maintenance, Maeburg Paints, Maeburg, MI 49000

August 2015 to September 2016

- Maintains work areas and office spaces
- Performs janitorial duties and special projects as needed with minimal supervision
- Experience with power equipment including floor Zamboni and buffer, power washers and industrial steam cleaners
- Trained new hires
- Punctual with an excellent attendance record

COURSEWORK

Introduction to Engineering and Design (2016)

Principles of Engineering (2015)

Computerized Manufacturing (2015-present)

- Skills learned include: Project design, management, safety and production
- Projects include: Robot build and model vehicle development and production
- Machinery used include: Computer Numerical Control (CNC) router, table saw, lathe, industrial wood planer, and plasma cutter

VOLUNTEER EXPERIENCE

SPCA of West Michigan, Kalamazoo, MI 49009

August 2014 to present

- Bond and socialize with the animals to promote their adoption
- Assist with exercise and continued obedience training

Resumes of a High School Student Without Work Experience

Your Name

yourname@gmail.com, 269-555-1234

876 Spring Street, Lum, MI 87650

resumes

EDUCATION

Lum Central High School, Lum, MI

GPA: 3.08/4.0

Expected Date of Graduation: May 2018

Honors/Awards: Honor Roll, Business Student of the Month

Courses studied: Marketing, Business Management Administration (BMA), and Accounting I and II

VOLUNTEER EXPERIENCE

Kalamazoo Gospel Mission (100 + hours), Kalamazoo, MI

May 2016–present

- Prepare and serve meals to 50 homeless residents
- Maintain organization of supply closet and distributed resources to residents as needed

Boys and Girls Club of Kalamazoo (40 + hours), Kalamazoo, MI

December 2015–present

- Prepared and assisted with various holiday events throughout the year

American Red Cross (20 + hours), Kalamazoo, MI

January 2014–December 2015

- Assist with four blood drives in the Kalamazoo County area

ACTIVITIES

DECA Member, 2017–present

- Participated in “Lock-Up” for Muscular Dystrophy Association
- First place at DECA State Conference in Marketing Communication Series Event

Business Professionals of America (BPA) Member, 2016–2017

National Honor Society Member, 2016–present

Lum Varsity Soccer, 2014–present

- Most Spirited Player, 2015
- Varsity Soccer Captain, 2016

SKILLS

- Proficient in Microsoft Office (Word, Excel, PowerPoint)
- Fluent in Spanish

Sample Skills-Based/Functional Resume

Your Name

123 South Street • Somewhere, MI 44444 • 269-555-1234 • yourname@gmail.com

EDUCATION

Somewhere High School; Somewhere, MI

Graduating: June 2019

GPA: 3.5/4.0

LEADERSHIP

Exchange Student Ambassador

- Initiated social functions to help acclimate 15 exchange students to the high school

School Student Representative

- Conducted at least 20 tours of the high school to new families and students

Varsity Baseball Captain

- Selected by coach and teammates to lead the team in practices

RESPONSIBLE/DEPENDABLE

- Perfect Attendance Award (2017 School Year)
- Participated in two sports (Varsity Football and Baseball) while maintaining a 3.5 GPA

CUSTOMER SERVICE

Central Hospital Patient Volunteer

- Volunteered over 100 hours at the hospital working with patients to ensure they had books, cross-words, and other materials to keep them happy and entertained

ORGANIZATION SKILLS

School Newspaper Reporter

- Investigated and wrote weekly columns in the school newspaper that addressed student body concerns
- Covered the Boy's Varsity Football Team during their run at the 2017 state championship
- Consistently met publishing deadlines

COMMUNICATION SKILLS

- Runner-up in the Norman Mailer Creative Writing Competition
- English Department Student of the Month (May 2017)

TECHNICAL SKILLS

- Spanish: Conversational
- Proficient in Basic Photoshop, Illustrator and Dreamweaver
- Basic photojournalism ability

Reference Page

References are very important as they show that other people can attest to what you have said in an interview.

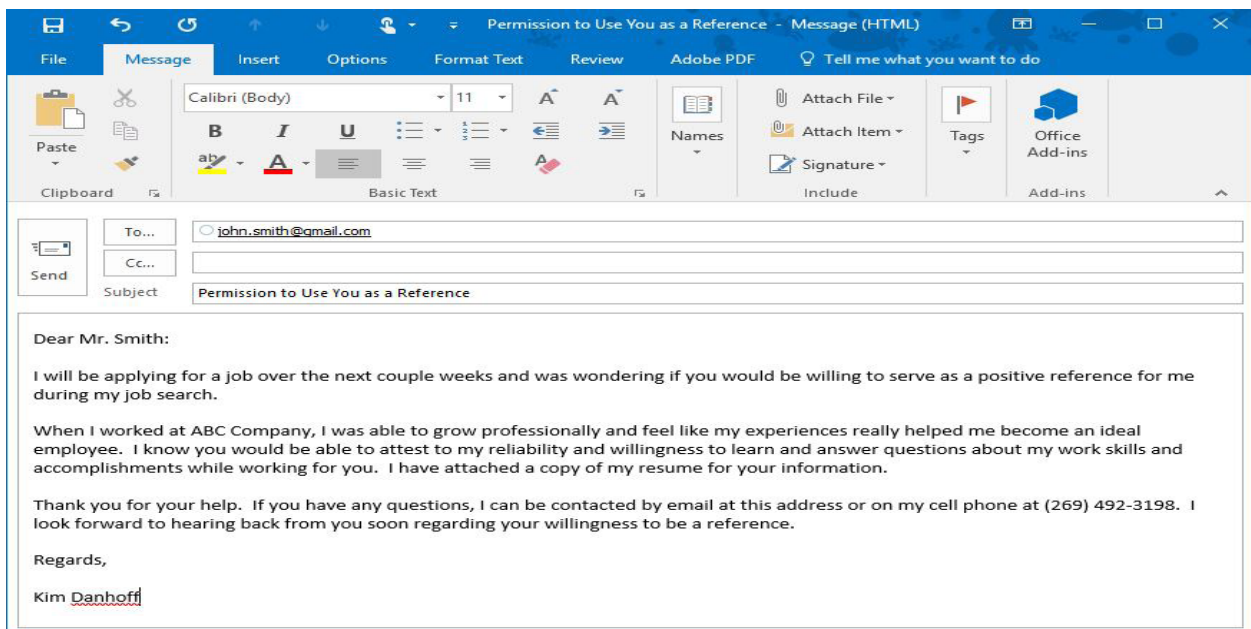
Who Should Serve as a Reference?

- References should be individuals who know your work style and know your work performance.
- References can be past or current supervisors, teachers, counselors, coaches, or anyone who can speak about your character, skills, and work ethic.
- References should **NOT** be family members or friends.
- Choose people who have known you for at least three months, though the longer the better.

Preparing your Reference Page

- Always ask permission from references BEFORE you use their names.
- When asking someone to serve as a reference, contact via phone, email, or in person. When asking permission, you could say, "Would you be willing to serve as a positive employment reference (or scholarship reference, or financial reference) for me?"
- Use three to five references.
- Make sure you have current contact information for them: name, position, relationship to you (supervisor, counselor, coach, etc), organization/company name, full address of company, email, and phone number including area code.
- Send a note of thanks after they accept and provide them with your resume and some idea of your employment goals. Keep your references informed of key accomplishments.
- Let your references know the outcome of your job search.
- Your reference page should be on a separate page (references should not be listed on your resume). On this page, use the same heading as your resume. Use the same font and format used on your resume. See the next page for an example of what a reference page would look like.
- Bring enough copies of your reference page to the interview with you and offer them near the end. Some employers may ask for them before the interview; in that case, you would not offer them again at the interview.

Sample Email Asking for a Reference



Sample Reference Page

Your Name

1234 Rose Street, Kalamazoo, MI 49001

(269) 454-3234 yourname@gmail.com

REFERENCES

Mrs. Joyce Alexander, Teacher
Anytown High School
6001 Fourth Street
Anytown, MI 49930
269-838-2938
joyce.alexander@anytownhs.com

Mr. Kevin Garrett, Manager
Name of Business
17250 Baxter Street
Anytown, MI 49930
269-389-1343
kgarrett@gmail.com

Mrs. Ann Jones, Coach
Anytown High School
6001 Fourth Street
Anytown, MI 49930
269-555-1515
ann.jones@anytownhs.com

Section Three – Cover Letters

What is a Cover Letter?

A cover letter is your first contact with a prospective employer. It is an opportunity to stand out or distinguish yourself from other applicants. Your cover letter is shared with a potential employer in two ways: 1) as a document separate from your resume or 2) in the body of the email to which you attach a resume.

Although often overlooked, cover letters are very important. Not sending a cover letter is a sign of laziness and may cost you an interview. Always send a cover letter with your resume unless the job listing specifically says not to do so.

Employers use cover letters to efficiently sort out those applicants they wish to interview. Employers may ask for a cover letter to see how much effort an applicant is willing to make for the position as well as to gauge how well you can express yourself in writing.

A cover letter has several purposes:

- To tell the employer the position you are seeking
- Explains how you are qualified for the position
- Highlights the aspects of your experience that are most useful to the employer
- Expands upon the information in your resume
- Offers a window into your personality

Types of Cover Letters

There are several scenarios and purposes for a cover letter. Be sure to write a cover letter that matches your situation.

- **Invited Cover Letter:** This type of cover letter is used when you are responding to a job posting. Describe how your qualifications meet the needs of the position by relating your skills to those in the job description.
- **Cold-Contact Cover Letter:** This type of letter is used when contacting employers who have not advertised or published job openings. Using research, find similar jobs and match those qualifications to skills and experience you have.
- **Referral Cover Letter:** Use this letter if you were referred to a job opening through networking, informal interviews or contact with employers. Make sure you mention the name and title of the person who referred you.

General Tips For Cover Letters

1. The cover letter must be your own composition. There are many samples available to look at for ideas, but the final product should be your words.
2. If an organization's online application system does not allow for cover letter attachments, send a follow-up email after submitting your resume. You can find the name or contact information by searching social media or the company website.

3. Use the same heading and font that you used in your resume.
4. Address the letter to a specific person, not “Dear Sir” or “To Whom It May Concern.” If the person isn’t listed in the job position, you can use social media to find the name of a hiring manager or call the company and ask who the hiring manager is for a given position. The worst-case scenario is that your letter will begin “Dear Hiring Manager for (name of position).” This is the way you should address a Cold-Contact Cover Letter.
5. Avoid typos, misspellings, and incorrect grammar. Common errors include misspelled words, incorrect punctuation, and not capitalizing proper nouns (name of the business, your school, classes, etc.). Always have at least two other people proofread your letter before sending it.
6. Mention if you have a personal connection with the company or someone who works there. This may help you stand out from the crowd.
7. Target your letter to a specific position and describe your skills and qualifications related to that position. Be sure to refer to the job posting and use the key words mentioned. Use detailed examples to demonstrate your claims about yourself. If you say you are organized, give an example of how you have used this skill. If you say you are a hard worker, support this with evidence as to why you think you are a hard worker.
8. Ask for an interview and tell the company how you will follow up. If you have this proactive approach and follow through with the contact, you are much more likely to get an interview.
9. Save a copy of your letter to use as an example for cover letters in the future and for follow-up purposes.

Do’s and Don’ts of a Cover Letter

Listed below are general cover letter do’s and don’ts.

Do	Don’t
Compose a well-written, formatted letter.	Use cover letter template or cover letter generator.
Research the company and the specific job to which you are applying. Look at the company’s website, its executives’ Twitter feeds, employee profiles on LinkedIn, and a recent news article.	Write a single cover letter for all jobs.
Emphasize what you can bring to the company. Share an accomplishment, skill or experience that shows you can address the challenges the employer faces.	Talk about how great the role would be for you.
Convey enthusiasm for the position. This will make your letter stand out from the other interested candidates.	Go overboard with flattery or write things you do not mean. If you cannot find a single aspect of the job or company you are excited about, you may not want to apply for the position.
Write professionally and with a tone that matches the type of employer/industry.	Try to be funny.
Keep it brief. Someone should be able to read it at a glance.	Tell them your life story or explain your resume.
Limit the use of “I” or “my” in your cover letter.	Use phrases such as “I feel” or “I believe.”

Parts of a Cover Letter

- ① **Heading:** Include your personal contact information. Required information includes your name, address, phone, email. Optional information includes LinkedIn, online portfolio, and/or website. Then, press enter and write the date. Next, write the employer's contact information. Be sure to include their name, title, company name, and company address.
- ② **Greeting:** Try to address your cover letter to a person.
- ③ **Beginning Paragraph:** Introduce yourself and express interest in a specific position. Include who you are (ex: year in school), the specific job title, how you heard about the job and if appropriate the name of the person who told you about it, why you are interested in the position, and why you are qualified. Why you are qualified should be one brief sentence summary of why you are a good fit. You will elaborate on the details in the next paragraphs.
- ④ **Middle Paragraph:** Describe 1-3 of your experiences/projects that show your job-specific skills and qualifications. Be sure to demonstrate experiences or skills that match what the employer is looking for, focus on what you bring to the organization, and identify qualifications/skills/experiences that are not on your resume. Break up the paragraphs into smaller sections if it is too big. Smaller paragraphs are more readable.
- ⑤ **Ending/Summarizing Paragraph:** End your cover letter with a strong, well-written paragraph that includes your availability and how you will follow through with the application. Don't forget to tell your reader the best way to reach you.
- ⑥ **Closing Signature:** Use a professional closing signature such as "Sincerely" or "Best Regards" and then type your full name.



Parts of a Cover Letter

① **Linda Lee**

1234 Rose Street, Kalamazoo, MI 49002

(269) 454-3234 yourname@gmail.com

start at the
2-inch
mark →

November 19, 2018

leave 3
blank lines →

Mr. John Employer, Human Resources Manager
Lum Design Company
1234 First Street
Lum, MI 87650

leave 1
blank line →

② Dear Mr. Employer:

leave 1
blank line →

③ This is in reply to your advisement for a part-time CAD Drafter on Indeed.com. As the following comparison demonstrates, my experience and background match your requirements.

Your Requirements

Proficient in various versions of AutoCAD

Experience with 3D drawings

Able to read blueprints

My Qualifications

2 years' experience in drafting classes using AutoCAD 2016

Designed several 3D drawings for various class projects focusing on both architecture and engineering

2 years of experience reading blueprints

④ I am currently employed as a host at Mr. Big's Restaurant. I have been in this position for a year and really enjoy my work. In my role as a host, I have learned to work in a team environment and developed my interpersonal skills. However, I am looking for a position that allows me to utilize my experience in drafting.

⑤ Through my two years of drafting classes, my knowledge and confidence with AutoCAD has continued to grow. This year I placed second out of fifty students in our drafting state competition in the area of AutoCAD 2016. I have received several other drafting related awards as seen on my resume.

I appreciate your consideration for the CAD Drafter position. I can be reached at 269-454-3234 after 3:00 p.m. to schedule an interview. I look forward to meeting you and further discussing my qualifications for this position.

leave 1
blank line →

⑥ Sincerely,

leave 3
blank lines
(between
Sincerely
and Your
Name
Typed) →

Linda Lee
Enclosure

← Don't forget to
sign the letter.

Sample Cover Letter

Joanne Smith

Email: joannesmith@xmail.com

Mobile: 269-555-1222

cover letters

Mr. Allan Moyle
Moyle Retail Solutions
305 S Main St
Portage, MI 49002

start at the
2-inch
mark

RE: Application for Casual Retail Sales Assistant position

Dear Mr. Moyle:

leave 1
blank line

As a highly motivated and dedicated student with strong communication and interpersonal skills, I would like to apply for the position of Retail Sales Assistant.

leave 1
blank line

During my high school years I have been extensively involved in my school community, which has allowed me to develop strong interpersonal skills. My involvement in various events, including drama and sports has allowed me to work closely with my peers while supporting the school community as a whole.

These experiences have allowed me to develop strong time management and organizational skills, which I see as being very important when seeking employment while continuing to study.

Personal attributes that I believe make me suitable for this position include:

- **Motivation:** Volunteer participation and school results demonstrate high motivation.
- **Customer Service:** Assisting with the sale of products at community events has allowed the development of customer service skills.
- **Communication:** Acting in drama performances and working as an MC for school events has allowed the development of communication skills.

My teachers and educators have commended me for my willingness to participate and my dedication to helping out where possible. I enjoy working with others and believe that my strong communication skills will ensure that I can meet the expectations of this role.

I am aware that you will receive a large number of applications for this job, but I would very much appreciate the opportunity to demonstrate my capabilities to you in person.

I believe that I have a lot to offer your organization. I am keen to develop my professional skills and look forward to discussing my application with you at an interview. My resume is enclosed for your consideration. I can be contacted at any time via cell phone or email as listed above. I look forward to hearing from you soon.

leave 1
blank line

Regards,

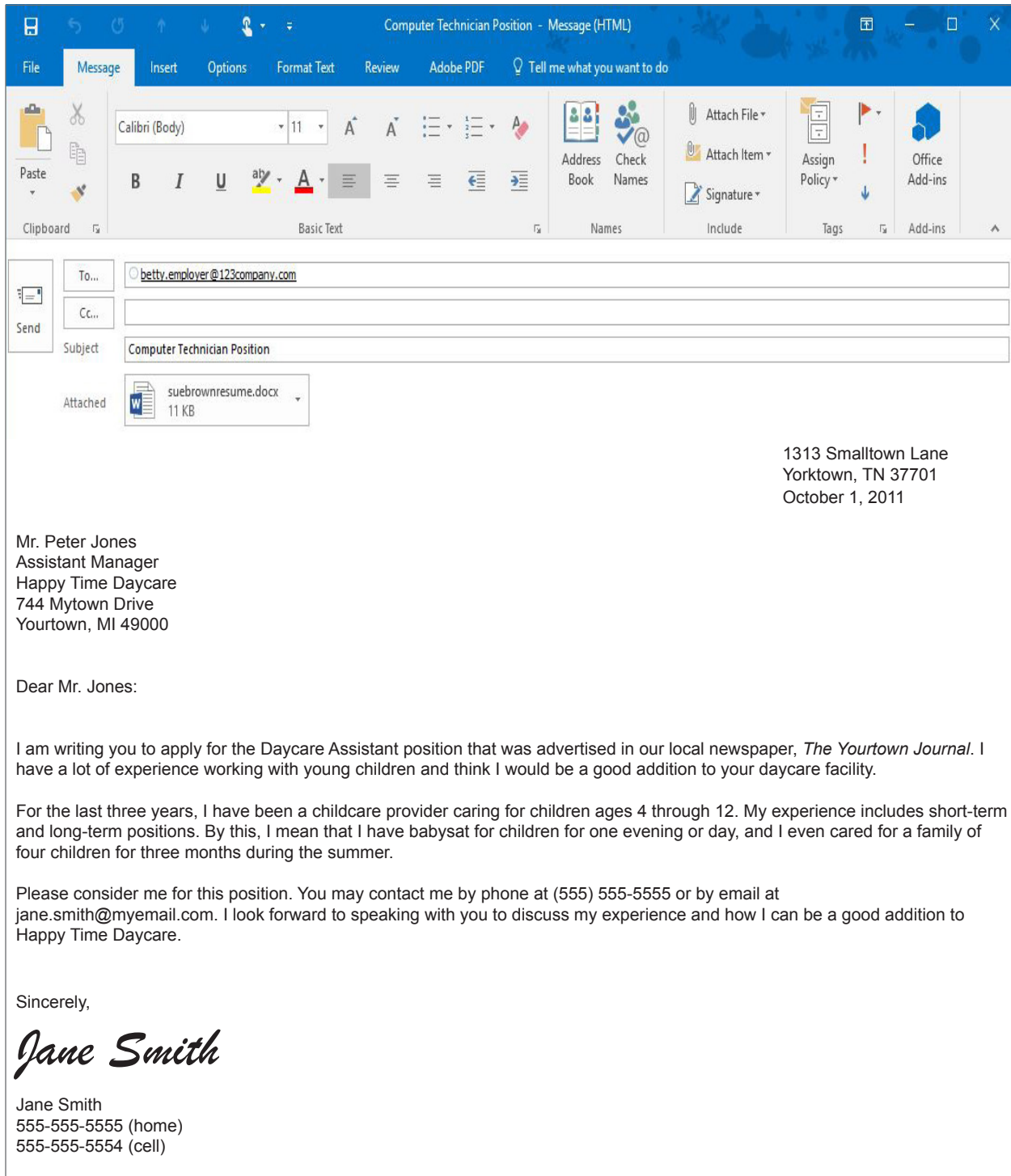
leave 3
blank lines
(between
Sincerely
and Your
Name
Typed)

Joanne Smith

Don't forget to
sign the letter.

Joanne Smith

Emailing a Cover Letter



Computer Technician Position - Message (HTML)


File Message Insert Options Format Text Review Adobe PDF Tell me what you want to do

Clipboard Basic Text Names Include Tags Add-ins

To... betty.employer@123company.com

Cc...

Subject Computer Technician Position

Attached 

1313 Smalltown Lane
Yorktown, TN 37701
October 1, 2011

Mr. Peter Jones
Assistant Manager
Happy Time Daycare
744 Mytown Drive
Yourtown, MI 49000

Dear Mr. Jones:

I am writing you to apply for the Daycare Assistant position that was advertised in our local newspaper, *The Yourtown Journal*. I have a lot of experience working with young children and think I would be a good addition to your daycare facility.

For the last three years, I have been a childcare provider caring for children ages 4 through 12. My experience includes short-term and long-term positions. By this, I mean that I have babysat for children for one evening or day, and I even cared for a family of four children for three months during the summer.

Please consider me for this position. You may contact me by phone at (555) 555-5555 or by email at jane.smith@myemail.com. I look forward to speaking with you to discuss my experience and how I can be a good addition to Happy Time Daycare.

Sincerely,

Jane Smith

Jane Smith
555-555-5555 (home)
555-555-5554 (cell)

cover letters

Section Four – The Job Application

What Is a Job Application and Why Do Employers Use It

Most employers will ask interested applicants to fill out a job application. The job application is either in paper format or an online template. The job application is a legal document that asks for factual information. It allows employers to collect this information and the applicant's signature verifying that everything on the application is true. The application may also give the employer permission (because of the applicant's signature) for reference checks, background checks, and criminal and financial history checks. Most applications also ask the applicant if they can call former employers. **Lying on an application is grounds for termination.**

How to Ask for a Job Application

Make sure you dress neatly and look polished. You should dress a step above what you would wear for the actual position you are seeking. Think about what you are going to say and practice it ahead of time. Ask for the person who is in charge of hiring or the manager. You might then say something like this: "Hi, I'm Darrin Jones and I'm very interested in working for Pizza Hut. May I please have a job application?" If the company's applications are online, make sure you know how to find it. Most companies have business cards directing you to their website. Some large retailers have hiring kiosks in their stores. Be sure you have all the information with you that you need to fill out the application. Bring a writing utensil. Make sure you go alone, and don't go during the busiest hours of the day for that company. For example, you wouldn't go during lunch time to apply at Subway.

Information You Will Need to Fill Out an Application

Personal Information: Name, complete address (house number, street name, city and state, ZIP code), home phone number, cell number, email address

Education and Qualifications: Schools attended including complete addresses (usually you will only need high schools, colleges, trade schools), certifications, skills and qualifications (direct this specifically to the position)

Employment History: Name of employer (company), address, phone, email, supervisor (first and last name), job title and responsibilities, starting and ending dates of employment (month and year), starting salary and ending salary, reason for leaving

References: First and last name, job title, relationship to you (teacher, coach, supervisor, etc), company, address, phone, email address, how long they have known you

Position Applied for and Availability: List the position(s) you are interested in applying for at this company, days and hours you are available, date you are available to start work

Tips for Completing a Paper Job Application

1. Follow all directions printed on the job application. Look the application over carefully before you begin working on it. Show the employer that you can follow directions.
2. Be as specific as possible with all answers and be honest.
3. Fill out the application yourself. Employers want to know how well you read and write. Write neatly.
4. Print using black or blue ink. Printing is much easier to read.
5. Think before you write to avoid mistakes. If you do make a mistake, use correction tape or draw one line through it. Don't blot it out.
6. Have all of your data handy! It's a good idea to fill out a "pocket resume" or extra application ahead of time and take it with you. Then you will have all of your information ready. It also shows good planning on your part. If you have completed a portfolio in your EFE class, take it with you.
7. Put something in every blank. The employer needs to know that you did read it, but it just doesn't fit your situation. So, if it doesn't apply, put N/A (this means not applicable to you), or draw a line in each box. Do not write "see resume" even though you are attaching one.
8. Be specific about employment history in the application. Make sure you know starting and ending dates (month, year) of all your jobs. Employers are looking for a complete work history, including gaps in employment. Be specific about your job duties that might relate to the job for which you are applying. **List most recent employer first unless directed otherwise.**
9. Salary desired? Do not pin yourself down to a dollar figure. You may:
 - oversell yourself and the employer will think you are too expensive
 - undersell yourself and ask for less than the employer was planning on paying for that position.

The best answers are: "flexible," "negotiable," "open," or a range (i.e. \$8 - \$10 per hour). What you are saying with this type of answer is, "We'll talk about it later". You will probably come out ahead in the long run with answers like these.
10. SPELL CORRECTLY. If you don't know how to spell a word, pick another word with the same meaning.
11. Many job applications ask a question like this: "What special skills or abilities can you offer?" DO NOT leave it blank! This is your chance to shine above everyone else. Practice a couple of short sentences that reflect a good image about you. If you haven't had a lot of work experience, refer to a good work attitude, reliability, accuracy, etc. Pick whatever makes you look best, but be honest. Don't give false information. Employers do follow through and check most of the information given on a job application. Putting false information on a job application is the quickest way to get your application tossed in the trash and can be grounds for termination if false information is detected after you are hired.
12. Proofread your application before submitting it. Spelling and grammar errors can be very detrimental to you. Don't forget to sign it and be sure to read what you are signing.
13. After filling out an application, don't forget to check your phone messages and email. Make sure your message on your phone is personalized and professional and that your voicemail box is not full.

Now it's your turn! There are two sample job applications included in this manual. Fill out at least one of the sample job applications with your information and KEEP IT!

- Use it as a reminder of how to fill out a job application.
- Use it as your "reference sheet" of dates, addresses, facts, and figures that you will have at your fingertips when you apply for that job.
- Remember to sign and date the job application.

Online Application Process

Many companies are now having prospective employees apply online. You may be able to access the site from any computer or you may have to go into the business to use a specific computer that is set up for online applications.

You may have to register a username and password to access the online application if this is your first time on the site. Be sure to save this information in case you need to log in again later to revise something or apply for a different position. Sometimes you must apply for a specific position and will need to search those listed online. Other companies allow you to apply for any available opportunities without picking a specific position.

Typically, applications submitted online go directly into the employer's applicant database. A hiring manager who needs to fill a position enters keywords to search the database and find the applications of the people who are the best fit for the job. Those results become the candidate pool.

You may be asked to submit your resume along with the application (or in place of an application). You will need to have your resume already created so you are ready to upload it. Always bring a USB flash drive with you to the company for accessing your resume if needed.

Following Up After You Submit Your Job Application

This critical step is often overlooked. Employers like it when prospective employees follow up; it's a great way to stand out and get noticed. It also shows your interest for the company and position. Most people think it's good to follow up a week after you submit an application. There are three ways to follow up after submitting an application:

Via Email

This is probably the least intimidating method for most people.

- This email should be short.
- Tell the employer that you are checking to see if they received your application and reinforce a couple of awesome things about you that would let that employer know you are the best candidate for the position.
- Make sure that you review this email before clicking the send button as this follow-up could have an adverse affect if it has spelling and grammar errors.

By Calling

Make sure you practice what you are going to say before you call.

- Call during non-peak hours.
- Smile while you talk; it makes your voice sound more pleasant.
- You might say something like this: "Hello, my name is Amanda Holmes; and I'm calling to inquire about the status of my application that I submitted online last Wednesday. I applied for a cashiering position."

In Person

Following up in person is great if you do it right.

- Dress to impress. Treat this as you would an interview. Dress a step above the position you want. You should look professional.
- Be considerate. Go during non-peak hours. You want to show the manager you are considerate of his/her time.
- Be prepared to interview. Some companies will interview applicants on the spot if they are not busy. Make sure you prepare before you go as you would prepare for an interview. Bring copies of your resume and references.
- Be selective. Ask for the hiring manager or manager of the business. If they are not available, ask when would be a good time to come back. You want to make sure you talk to a person who makes hiring decisions.

DID YOU KNOW...

... many employers and receptionists watch you fill out their job application. They watch to see if you are organized, neat, accurate and efficient. Be prepared!



Employment Testing & Screening

More and more companies are requiring employment testing as part of their application screening process. Research shows that bad hiring decisions can be costly to a company, and some feel that employment testing helps them make a more informed decision. Remember, employment tests are nothing to fear. They're just one more aspect of the application screening process.

The most common employment tests are: personality, skills, and aptitude.

Personality Tests

Personality tests attempt to identify an applicant's personality characteristics. The format for these tests varies from a quick written exam to a long psychological evaluation. Personality employment tests have no "right" answers. They provide an employer with an inventory of the applicant's interests and personality traits. Employers use these assessments to compare an applicant's score with the job requirements to see if there is a match. They also use them to help build strong teams in the workplace. Some examples of common personality tests are the Gallup StrengthsFinder, the Myers-Briggs Type Indicator, the Sixteen Personality Factor Questionnaire, the Caliper Profile, and the Minnesota Multiphasic Personality Inventory.

Skills Tests

Nearly 65% of employers use some kind of skills test. The applicant has to demonstrate the skills needed for the job. Examples of skills tests include basic math, operating equipment, inputting data, designing an ad layout, writing a letter, lifting a heavy load with equipment, blueprint reading, etc.

Aptitude Tests

Employers want to make sure an applicant has the ability to perform a job before they train the person for the job. An aptitude test is one tool employers can use to determine a person's ability. Generally, aptitude tests are either written or oral. They're designed to determine reasoning, mathematical, writing, or verbal skills. Aptitude tests may appear to duplicate skills tests. There is, however, a distinction. An aptitude test determines whether an applicant will be capable of doing a job once trained. A skills test determines whether an applicant can do the job at the time of hire.

What You Can Do To Prepare

Although the format and types of employment tests may vary from one company to another, applicants can do the following to prepare:

1. Ask at the time of application whether an employment test will be given. If so, ask what kind and for what purpose.
2. Ask where the test will be given and how long it will last. Then you can give yourself enough time to complete the test.
3. Investigate online employment test websites. Many firms use these sites to avoid the cost of preparing their own tests.

It's The Law

All employment tests must meet the following criteria:

1. The test must clearly relate to job performance. Companies can't test applicants for skills that are not directly related to the job.
2. The same test must be given in the same manner to all applicants who apply for the same job. Asking one applicant to take a skills test and not requiring it of all applicants is illegal.
3. The results are confidential. They may not be shared with another company nor with unauthorized employees.
4. Applicants can always refuse to take a test. However, if that is their decision, they probably should withdraw their application as well.

Drug Screens

Pre-employment drug screening is becoming more common. Hiring can be contingent upon passing a pre-employment drug screen. Employers use drug screens because drug use can impact job performance and the lives of other people.

Therefore, employers use a drug screen to ensure productivity and safety. The most commonly used method of drug screening is urine sampling. A positive result indicates recent drug use.



Background Checks

Background checks help an employer to gather more information about a candidate to make an informed hiring decision. Businesses must obtain a candidate's written consent before performing these checks. For some jobs, background checks are required by federal or state law (for example, candidates seeking employment in schools, hospitals, financial institutions, and government positions usually require some form of background investigation). The most common types of background checks include employment history verification, criminal background, and credit report/history.

Digital Footprints (Using Social Media to Screen Candidates)

Because of technology, we are able to research employers during our job search. Hiring managers are also able to use the Web to search for information about you. Your digital footprint could tell them more than you would like them to know. The number of employers using social media to screen candidates has increased 500% over the last decade, and more than 25% of those employers found content that caused them to reprimand or fire a current employee. Social media tools such as Facebook, Instagram, and Twitter help an employer gain insight about an applicant outside of the cover letter and resume.

What exactly is a digital footprint? A digital footprint is a term used to describe the trail or traces (social networks, websites you have visited, etc.) you leave as you move through your digital environments. All this data can be used to build a profile of you and your behavior. In most cases, there is nothing you can do to erase these records so it's very important that you manage your digital footprint so that you are portrayed positively. Here are some "best practices" for a strong online presence:

- Do a thorough self-search (Google yourself) so you know what is out there already. Run searches for information about you that potential employers can see.
- Keep your personal details private. Use a nickname instead of your real name on social sites. Become familiar with the privacy settings on social networks that you use.
- Protect your personal data and don't share your username or password.
- Think before you post. Once posted, information is difficult or impossible to remove. Don't post information you wouldn't want everyone to know about you.
- Be respectful about other people's content when you share or tag.



Check Out These Videos

Common Sense Media: Digital Footprint Intro
(<http://vimeo.com/6709512>)

2 minutes

5 Ways to Make a Positive Digital Footprint
(<http://www.youtube.com/watch?v=DwFE25f50P4>) **1.42 minutes**

Job Applications – Sample 1

Application for Employment

ABC Company is an equal opportunity employer and will not discriminate against any applicant on the basis of any characteristic that is protected by State or Federal law. Michigan law requires that a person with a disability or handicap requiring accommodation to perform the essential duties of the job must notify the employer in writing within 182 days of the date that the need is known or should have been known.

Position Applied For: _____ Date of Application: _____

Please note that this application will only remain active for 3 months, after which the applicant would need to reapply.

Date You Can Start: _____

Name: _____
Last First M.I.

Present Address: _____
Street City State Zip

Permanent Address: _____
Street City State Zip

Telephone #: Home (_____) _____ Cell (_____) _____

Are you 18 years or older? Yes No

Are there any hours or days of the week you cannot work? _____ If so, when?

Salary Desired: _____ Type of Employment: Full-time Part-time

Have you ever applied to **ABC Company** before? _____ Where? _____

Under what name? _____ When? _____

Do you have any relatives working for **ABC Company**? _____ If so, who? _____

EDUCATION:

	Name and Location of School	No. of Years Attended	Did You Graduate?	Subject/Major
High School				
College				
Specialized Training				

Do you have US Military experience? _____ Date Entered: _____

Branch: _____ Rank: _____ Date Discharged: _____ Honorably? _____

Are you lawfully entitled to be employed in the United States? _____

Job Applications – Sample 1 (Continued)

Have you been convicted of a crime (except a minor traffic violation) or have a conviction pending?

No Yes If yes, please state citation, date and place where offense occurred.

Please provide any additional information such as special skills, training, management experience, equipment operation or qualifications you feel will be helpful to us in considering your application.

REFERENCES: Three individuals not related to you, whom you have known for at least one year:

Name	Address and Telephone	Relationship	Years Acquainted

Emergency Contact: _____
Name Phone

CURRENT AND FORMER EMPLOYERS: (Most Recent First)

Date Month/Year	Employer Name, Address, and Telephone	Salary Starting/Ending	Last Position Held/Responsibilities	Reason for Leaving
From: To:				
From: To:				
From: To:				
From: To:				
From: To:				

May we contact the employers listed? Yes No

If not, which one(s)? _____

Job Applications – Sample 1 (Continued)

job application

Please read the following statement carefully before signing to indicate your understanding.

I understand that, prior to being offered employment; I may be requested to take an employment examination. In the event that I have a disability that will affect my ability to take the test, I will so inform Company Name prior to the test so that a reasonable accommodation can be made. **ABC Company** reserves the right to require medical documentation regarding the need for accommodation.

I certify that the facts contained in this application are true, accurate, and complete to the best of my knowledge and understand that, if employed, falsified statements or omitted material facts on this application may result in my disqualification from consideration for employment, or termination from employment if I have been hired.

I understand and agree that, if hired, my employment is for no definite period and may, regardless of the date of payment of my wages and salary, be terminated with or without cause, at any time, with or without notice. This provision supersedes any oral or written representation to the contrary unless in writing and signed by both the President of **ABC Company** and the person to whom the writing is directed.

I authorize investigation of all statements contained in this application for any employment-related purpose. I release the listed references and all employers, except those specifically excepted,* to provide you with any and all applicable information they may have. I hereby release these references and former employers from all liability for any information they may give to **ABC Company**.

Signature Date

* Employers specifically excepted: _____

For Employer Use Only			
Interviewed By: _____	Date: _____	Hired: <input type="checkbox"/> Yes	<input type="checkbox"/> No
Starting Date: _____	Position: _____	Wage: _____	

Job Applications – Sample 2

APPLICATION FOR EMPLOYMENT

An Equal Opportunity Employer

We do not discriminate on the basis of race, color, religion, national origin, sex, age, disability, or any other status protected by law or regulation. It is our intention that all qualified applicants be given equal opportunity and that selection decisions be based on job-related factors.

job application

Answer each question fully and accurately. No action can be taken on this application until you have answered all questions. Use blank paper if you do not have enough room on this application. **PLEASE PRINT**, except for signature on back of application. In reading and answering the following questions, be aware that none of the questions are intended to imply illegal preferences or discrimination based upon non-job-related information.

Job Applied for _____ Today's Date _____

Are you seeking: Full-time Part-time Temporary employment? When could you start work? _____

 Last Name First Name Middle Name Telephone Number

 Present Street Address City State Zip Code

Are you 18 years of age or older? Yes No
 (If you are hired, you may be required to submit proof of age.)

Social Security # _____ If hired, can you furnish proof you are eligible to work in the U.S.? Yes No

Have you ever applied here before? Yes No If yes, when? _____

Were you ever employed here? Yes No If yes, when? _____

Have you ever been convicted of any law violation? Include any plea of "guilty" or "no contest." Exclude minor traffic violations.) Yes No
 If yes, give details _____
 (A conviction will not necessarily disqualify an applicant for employment.)

If employed, do you expect to be engaged in any additional business or employment outside of our job? Yes No
 If yes, give details _____

For Driving Jobs Only: Do you have a valid driver's license? Yes No
 Driver's License Number _____ Class of License _____ State Licensed In _____
 Have you had your driver's license suspended or revoked in the last 3 years? Yes No
 If yes, give details: _____

List professional, trade, business or civic activities and offices held. (Exclude labor organizations and memberships which reveal race, color, religion, national origin, sex, age, disability or other protected status.) _____

LIST NAME AND ADDRESS OF SCHOOLS	Number of Years Completed	Diploma/ Degree/ Certificate	Subjects Studied
High School or GED: _____			
College or University: _____			
Vocational or Technical: _____			
What skills or additional training do you have that relate to the job for which you are applying? _____			
What machines or equipment can you operate that relate to the job for which you are applying? _____			

Job Applications – Sample 2 (Continued)

job application

List names of employers in consecutive order with present or last employer listed first. Account for all periods of time including military service and any periods of unemployment. If self-employed, give firm name and supply business references. **Note: A job offer may be contingent upon acceptable references from current and former employers.**

NAME OF EMPLOYER		JOB TITLE AND DUTIES
ADDRESS		DATES OF EMPLOYMENT (MO/YR): FROM TO
CITY, STATE, ZIP CODE		PAY: START \$ FINAL \$
SUPERVISOR(S)	TELEPHONE	Reason For Leaving
NAME OF EMPLOYER		JOB TITLE AND DUTIES
ADDRESS		DATES OF EMPLOYMENT (MO/YR): FROM TO
CITY, STATE, ZIP CODE		PAY: START \$ FINAL \$
SUPERVISOR(S)	TELEPHONE	REASON FOR LEAVING
NAME OF EMPLOYER		JOB TITLE AND DUTIES
ADDRESS		DATES OF EMPLOYMENT (MO/YR): FROM TO
CITY, STATE, ZIP CODE		PAY: START \$ FINAL \$
SUPERVISOR(S)	TELEPHONE	REASON FOR LEAVING
NAME OF EMPLOYER		JOB TITLE AND DUTIES
ADDRESS		DATES OF EMPLOYMENT (MO/YR): FROM TO
CITY, STATE, ZIP CODE		PAY: START \$ FINAL \$
SUPERVISOR(S)	TELEPHONE	REASON FOR LEAVING
NAME OF EMPLOYER		JOB TITLE AND DUTIES
ADDRESS		DATES OF EMPLOYMENT (MO/YR): FROM TO
CITY, STATE, ZIP CODE		PAY: START \$ FINAL \$
SUPERVISOR(S)	TELEPHONE	REASON FOR LEAVING

Have you worked or attended school under any other names? Yes No
 If yes, give names: _____

Are you presently employed? Yes No
 If yes, whom do you suggest we contact? _____

Have you ever been fired from a job or asked to resign? Yes No
 If yes, please explain: _____

Give three references, not relatives or former employers.

Name	Address	Phone
_____	_____	_____
_____	_____	_____
_____	_____	_____

PLEASE READ EACH STATEMENT CAREFULLY BEFORE SIGNING

I certify that all information provided in this employment application is true and complete. I understand that any false information or omission may disqualify me from further consideration for employment and may result in my dismissal if discovered at a later date.

I authorize the investigation of any or all statements contained in this application. I also authorize, whether listed or not, any person, school, current employer, past employers and organizations to provide relevant information and opinions that may be useful in making a hiring decision. I release such persons and organizations from any legal liability in making such statements.

I understand I may be required to successfully pass a drug screening examination. I hereby consent to a pre- and/or post-employment drug screen as a condition of employment, if required.

I understand that if I am extended an offer of employment it may be conditioned upon my successfully passing a complete pre-employment physical examination. I consent to the release of any or all medical information as may be deemed necessary to judge my capability to do the work for which I am applying.

I UNDERSTAND THAT THIS APPLICATION, VERBAL STATEMENTS BY MANAGEMENT, OR SUBSEQUENT EMPLOYMENT DOES NOT CREATE AN EXPRESS OR IMPLIED CONTRACT OF EMPLOYMENT NOR GUARANTEE EMPLOYMENT FOR ANY DEFINITE PERIOD OF TIME. ONLY THE PRESIDENT OF THE ORGANIZATION HAS THE AUTHORITY TO ENTER INTO AN AGREEMENT OF EMPLOYMENT FOR ANY SPECIFIED PERIOD AND SUCH AGREEMENT MUST BE IN WRITING, SIGNED BY THE PRESIDENT AND THE EMPLOYEE. IF EMPLOYED, I UNDERSTAND THAT I HAVE BEEN HIRED AT THE WILL OF THE EMPLOYER AND MY EMPLOYMENT MAY BE TERMINATED AT ANY TIME, WITH OR WITHOUT REASON AND WITH OR WITHOUT NOTICE.

I have read, understand, and by my signature consent to these statements.

Signature: _____ Date: _____

This application for employment will remain active for a limited time. Ask the organization's representative for details.

Section Five — Interviews

This is it!

You've made it to the interview! Now what?

- Your job search found the opening
- Your cover letter and resume were good enough to get you scheduled for an interview.
- Your job application gave a positive image of you.

Now one last, all-important task — **a personal interview**.

- If you do a good job, you may be hired!
- If you do not get the job, think about what went wrong, and try again!

The job interview can be one of the most important few minutes of your life. Your job application and cover letter may have impressed the employer, but it's the interview that will be the deciding factor in regard to whether or not you get the job. **First impressions are formed within three to eleven seconds.**

Do Your Research

Do not take the interview lightly. You wouldn't dream of playing a basketball game without designing several plays in advance or performing a play without ever rehearsing, so why would you walk into an interview without doing your research? There are many ways to research a company. Some ideas are listed below:

- Go to the company website. This is the easiest way to gather information the company wants the world to know. Read the homepage, learn about the products/services they offer, clients/customers they serve, check press releases for the latest news, know the names of the officers/founders, be familiar with the history of the company, identify the company size, be able to identify key locations for the business, and any other relevant information you can find. Also, look for and know the company's values and mission. This is a great view into the company culture.
- Search social media. Search for the company's Twitter, LinkedIn, Facebook, YouTube video's, corporate blogs, and any other social media you can find. Gather information on what you find about the company: recent news, new initiatives, tone of language in the posts, responsiveness to customer complaints, etc. Find positive news to use in the interview such as a great customer review of a product/service.

Check Out These Websites



www.themuse.com/tags/interviewing-for-a-job

www.monster.com/career-advice/job-interview

www.livecareer.com/quintessential/intvres

Do Your Research (continued)

- Learn about the company's financial health. On the company website, click on the "Investor Relations" tab. If the company is public, you will be able to listen to quarterly earnings conference calls and read annual reports. You can also find information such as stock prices, revenue, profit, and credit ratings on financial websites such as www.finance.yahoo.com, www.google.com/finance, and www.hoovers.com.
- Read reviews of the company from the former and current employees. Find reviews for the company's products, services, and overall brand(s). Websites like www.glassdoor.com and www.vault.com can offer insight into the company's hiring process, pay range, and employee outlook for the company. However, read these reviews with some skepticism - fired employees generally do not have good things to say about former employers.
- Research the individuals who are interviewing you. If you have the names of those who are going to interview you, do your research. Check out their LinkedIn profile to find their official title, career path/work history, connections you have in common, and other affiliations. This information will help you familiarize yourself with the person you will need to impress. If you are doing this, make sure your LinkedIn profile is up to date because they will most likely return the favor.

What to Bring to an Interview

You need to organize ahead of time what you will be bringing with you on the day of the interview. There are some essential items that you should always have with you for any job interview. These include:

- Extra copies of your resume (even if you have already given this to them). You may be interviewing with several people and should always come with 3-5 extra copies.
- Extra copies of your reference page. You may not have given this to them initially and should do so at the interview.
- Samples of your work or a portfolio. Use these samples to help you to explain your technical skills (for example, a spreadsheet that you developed, a small part that you machined that will fit in your pocket, a drawing you did using specialized software). This is particularly important if you are in a field that requires design elements. This also shows preparedness.
- Notepad. It's a good idea to take notes during the interview, this gives you something to refer back to later if needed. You can also write your questions for the interviewer on this notepad. You may need a pen (bring two) to fill out pre-employment documents.

Professional Dress

Does your appearance say, “Hire me?” Your clothes help to create a first impression. Dressing professionally for the interview is an essential part of presenting your best image.

Remember it’s not just about the clothes.

- Start with good personal hygiene. You should be clean and use minimal cologne or perfume.
- Well-groomed hairstyle. Hair should not be in your eyes or distracting to you or those interviewing you. Males should be clean shaven.
- Clean and trim fingernails
- Well brushed teeth and fresh breath
- No visible tattoos or body piercing beyond conservative ear piercings
- No gum, candy or other objects in your mouth
- Minimal jewelry
- Avoid heavy makeup

Clothes are the finishing touch.

- Clothes should be clean and wrinkle free
- Male professional dress expectations – collared shirt, dress shirt (tie recommended and shirt tucked in), dress pant with belt
- Female professional dress expectations – dress shirt or sweater, dress pants, knee-length skirt
- Shoes – cleaned and polished conservative dress shoes. Females should avoid stiletto-type heels.
- Don’t’s – No jeans, no sagging pants, no sweats or shorts, no t-shirts or tank tops, no flip-flops, sandals or tennis shoes, no hats, no bare midriff or cleavage.

Other things that affect the image you project.

- Posture
- Smile
- Tone of voice
- Pace of speech

It is a great idea to video tape yourself to see how you can improve.

DID YOU KNOW...

... in an interview, the first one or two minutes are very important. This can set the tone of the interview. Use a firm handshake and eye contact. Be confident.



Do's and Don'ts of Interviewing

The following list of tips offers common sense guidelines for the interview and can also be used in other parts of your job search.

Do's

1. DO arrive 10-15 minutes early to use the restroom, find offices, allow for unexpected traffic problems, and to RELAX!
2. DO get a good night's sleep the night before so you will be mentally alert.
3. DO express enthusiasm. Smile and offer a firm handshake upon meeting the interviewer or other staff; speak clearly and directly, and vary the tone of your voice.
4. DO know and correctly pronounce the names of people you meet and interview with.
5. DO use "please" and "thank you" when appropriate.
6. DO answer interview questions completely.
7. DO dress appropriately and appear well-groomed.
8. DO practice answering difficult, illegal or "too personal" questions. See pages 55-56.
9. DO come alone. Don't bring a friend or relative
10. DO sell your qualifications rather than your need for the job.
11. DO treat administrative assistants and receptionists politely. Remember to say goodbye and thank you on the way out.
12. DO listen carefully to the interviewer and express your interest in the job.
13. DO make a practice run to the company where you will be interviewing or be sure you know exactly where it is and how long it takes to get there. You can determine where to park at this time.
14. DO wait until you are asked to be seated or wait until they sit down.
15. DO avoid using poor language, slang, and pause words (such as - like, uh, you know, and um).
16. DO make sure your cell phone is turned off or left in the car.
17. DO bring extra resumes and a list of references.
18. DO ask questions in the interview (see page 56).
19. DO thank the interviewer when the interview is over and shake their hand. Ask for a business card to use when writing the follow up thank you email.
20. DO follow up the interview with a thank you email (see page 57).
21. DO keep a list of all the employers you have applied to and who you have interviewed with and your impression of the interview. List the company name, who you interviewed with, and the date of the interview.

Don'ts

1. DON'T ask questions about pay and benefits.
2. DON'T act as if you have to have this job no matter what.
3. DON'T interrupt. If you have questions or need clarification, wait for a logical break in the conversation before speaking.
4. DON'T bring up personal matters (personal problems, financial matters, health issues). Focus on your qualifications for the job.
5. DON'T criticize former employers or co-workers.
6. DON'T give petty excuses such as: the work was too hard; the people I worked with were not nice.
7. DON'T chew gum, smoke before the interview, play with your hair, or constantly adjust your clothes. These actions are a definite distraction.
8. DON'T read any papers, place anything on the interviewer's desk, or handle any item on the interviewer's desk.
9. DON'T bring bulky items to the interview. A small notebook and pen for notetaking is acceptable.
10. DON'T be shy or soft spoken. Sell yourself. Be confident. The interview is about you and you are the expert.
11. DON'T exaggerate. Be honest about your accomplishments and experience.
12. DON'T answer questions with a simple "yes" or "no." Offer detailed examples for your answers. Describe those things about you that showcase your talents, skills, accomplishments, and determination.
13. DON'T fidget. If you have a tendency to fidget, plant your feet on the floor, tie back your hair, and fold your hands on the table.



Questions Job Interviewers Frequently Ask

Many employers ask standard questions in an interview. Some of these questions are listed below with ideas on how to answer the questions. An important part of preparing yourself for a successful interview is to practice answering interview questions. Practice with friends or a group of people who can help you think of good answers, tell you honestly how you look and sound as you give your responses, and give you suggestions on improving your interviewing skills.

Make each practice interview as real as possible. All interviews start with a handshake and a greeting. Ask the practice interviewer to ask specific questions which relate to the real interview. Use proper manners. Your answers should show that you are dependable, punctual and should indicate your related skills and interests. Be sure that the last question your practice interviewer asks is “Do you have any questions?”

1. **Tell me something about yourself.**
- *Talk about your school and work experiences and accomplishments, not your childhood.*
2. **Tell me about the work you’ve been doing.**
- *Talk about your duties and responsibilities. Share your school accomplishments.*
3. **What is your strongest asset? How have you used it?**
- *Ask your friends and family what they think your strengths are. Describe your strengths that directly correlate with the position you are applying for.*
4. **Do you prefer working with others or alone?**
- *“Both. I can work independently and I enjoy working in a group.”*
5. **Are you familiar with the details of the job?**
- *Do some research and answer “yes”. Follow up with a brief description of what you know.*
6. **Why do you want to work for this company?**
- *Have your answer to this question ready based on your research.*
7. **Why did you leave your last job?**
- *Keep it positive. Do not talk negatively about your last job.*
8. **What are your future career plans?**
- *Think about where you want to be five and then ten years from now.*
9. **Describe yourself in 3-5 words.**
- *Be positive. Talk about job skills, soft skills (see page 70) and accomplishments.*
10. **What jobs have you held? How were they obtained? Why did you leave?**
- *Plan this response. Be positive.*
11. **What do you know about our company?**
- *Check the company’s website and tell them briefly what you know.*
12. **How will you add value to this company?**
- *Talk about: •Technical skills •Soft skills •Your EFE Class •Your Accomplishments*
13. **What are your ideas on salary?**
- *From your research you should know the pay range for the job. Give them a salary range that would be fair. You must be flexible.*
14. **Why do you think you would like this particular type of job?**
- *Plan your answer.*
15. **What kind of boss do you prefer?**
- *Plan an answer that shows you like to work hard for someone who is fair and honest.*

16. How did previous employers treat you?

- *Be positive. Do not talk negatively about previous employers.*

17. Do you like routine work?

- *Say, "I realize it is an important part of many jobs. I don't mind it."*

18. What is your major weakness?

- *Mention something that you need to work on but is not negative (i.e., "I take too much time trying to do a perfect job.") Mention a weakness that is not essential for success in this position.*

19. What jobs/classes/assignments have you enjoyed the most? The least? Why?

- *Plan your answer. Be honest and positive.*

20. How often have you been absent from work or school?

- *Be honest. Say that you understand the importance of good attendance.*

21. What are your special abilities? Give me examples when you have used these abilities.

- *State two or three. Tell how you use them at school or work.*

22. What kind of work interests you?

- *Say that you are interested in learning about all kinds of work. Be specific if you have a strong interest.*

23. How about overtime work?

- *Say, "If extra time is needed to get the job done, I will work it."*

24. What have you done which shows initiative and willingness to work?

- *Think of something related to work, school, civic, or leisure activities.*

25. What have you learned from your previous work experience?

- *You gain something positive from every job.*

26. What are the most important considerations for you in choosing a job?

- *Say something that will be important to the company (i.e. "good training," or "advancement.")*

27. What do you see yourself doing five years from now? Ten years from now? What are your long-range goals?

- *Plan your answer to show that you have goals and will work hard to reach them.*

28. Were you ever fired from a job? Did you ever quit a job? Why?

- *Be honest. If you have been fired, state how you learned a lesson from the experience.*

29. Why should I hire you?

- *Give concrete examples of why your technical skills, soft skills and accomplishments make you the best candidate*

30. Could you explain this gap in your work history?

- *Plan your answer. Be honest. Keep it positive.*

31. What do you like most about your last job? Least? Why did you leave?

- *Stay task oriented when answering what you did not like about your previous job.*

32. Do you have any questions?

- *Always have three or four questions prepared to ask. Never leave an interview without asking questions (see page 56).*

Unusual, Oddball or Crazy Interview Questions

It is becoming common for companies to ask unusual job interview questions as part of their candidate interview process. Why? It is a great way to see how well a candidate can think on their feet! When (and if) you are asked one of these questions, take a deep breath and do your best to answer it. Remember to try to frame the answer in a way that highlights at least one of your strengths. Listed below are some “oddball” questions that were reportedly asked by some companies you may be familiar with:

Bed, Bath & Beyond: “If you were a box of cereal, what would you be and why?”

Applebee’s: “What is the funniest thing that has happened to you recently?”

Google: “If you could only choose one song to play every time you walked into a room for the rest of your life, what would it be?”

Cisco: “What kind of tree would you be?”

Stryker: “What kinds of people do you dislike the most?”

Microsoft: “How many golfballs does it take to fill a 747?”



Behavioral Interviews

Behavioral interviews are based on discovering how the interviewee acted in specific employment-related situations in the past. Companies are moving to this type of interview because the most accurate predictor of future performance is past performance in similar situations. Behavioral interviewing is said to be 55 percent predictive of future on-the-job behavior, while traditional interviewing is only 10 percent predictive. Therefore, understanding how to excel in this interview environment is becoming a crucial job-hunting skill.

Because this type of interviewing aims at trying to assess the applicant's potential for success, companies must determine what type of skills, behaviors, experiences, knowledge, and abilities are needed for the position and then develop behavioral questions related to these requirements. A candidate will feel that a behavioral interview will be a little more probing than a traditional interview.

Sample Behavioral Interview Questions:

- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
- Tell me about a time you worked with others to achieve a team goal. What was your role on the team? How did you make a contribution and what was the outcome?
- Tell me about a time when you had too many things to do and you had to prioritize your tasks.
- Describe a time when you set your sights too high (or too low).
- Tell me about a time when you were forced to make an unpopular decision.
- Tell me about a recent situation in which you had to deal with a very upset customer or co-worker.
- Tell me about a time you when you were a leader. What type of leader were you? How did the team respond?
- Describe a time you solved a problem. How did you approach the problem? What was the result?
- Tell me about a time you had to work with someone you found difficult to get along with.

You usually will not know what kind of interview you will be experiencing ahead of time. You should prepare answers for both a traditional-style interview as well as a behavioral interview. Here are some tips to help you prepare for a behavioral interview.

Behavioral Interviewing Tips:

- Think of about six to eight examples from past experiences where you demonstrated behaviors or skills that employers typically seek in job applicants. Vary your examples; don't take them all from one aspect of your life.
- Use examples from internships, classes, school projects, team participation, community service, hobbies, and work experience. Think about special accomplishments, personal and professional, such as scoring the winning touchdown or being elected treasurer of a school club.
- Remember that behavioral questions get at how you respond to negative situations as well as positive situations, so think about times when things didn't go as planned and be ready to share what you learned from these situations.
- Listen carefully to the questions asked by the interviewer and pull from one of your examples that describes how you demonstrated the desired behavior.
- Be totally honest about your accomplishments and behaviors.
- Keep a list of your achievements and accomplishments to help you prepare.
- Your answers to behavioral questions need to be specific and detailed. Use a story approach that explains a situation or task, the action you took, and the results you achieved (STAR approach).

Sources: "Behavioral Job Interviewing Strategies" by Katharine Hansen (www.quintcareers.com) and "What is a Behavioral Interview" by Alison Doyle (jobsearch.about.com)

Star Approach

When answering behavioral questions, a great method to use is the STAR Approach. STAR stands for Situation, Task, Action and Result. This helps you to form an answer in a way that frames the setting, tells the entire story, focuses on what you did and details the end result.

- Situation:** Define the context and, if relevant, the problem you had to overcome. Don't forget to include the 5 W's (Who, What, When, Why and Where)
- Task:** Identify the key objective. What was the assignment? What were you trying to accomplish?
- Action:** Describe the action you took or initiated while emphasizing the skills you used to complete the task. If you were in a group, make sure to frame your answer with what you did, not the group.
- Result:** Summarize the outcome. If you can, quantify the results.

Sample answer using the STAR Approach:

"Have you ever led a team?"

- Situation:** "Yes, in my Marketing class, we had to develop a new cereal using the 4 P's of Marketing in groups of four. One of the tasks of the project was to elect a CEO of our new cereal company, and I volunteered to lead."
- Task:** "The project was worth a large portion of our grade and had many different tasks the group had to complete. I led the group first in a brainstorming session and next in ways we could divide the project. Based upon our conversation, we quickly developed a great concept and started to work on the details in our subgroups."
- Action:** "I was responsible for my part, developing packaging and an advertisement, as well as checking in with all the subgroups to make sure that our project was following our vision. I also lent a hand to some of my teammates who were struggling with calculating our product price."
- Result:** "Based upon our great idea and the way we were able to work together, our team received an 'A' on the project. Our teacher also kept our cereal box and idea as an example to show future classes."

Illegal Questions

Interview questions should deal with job-related information only; however, an interviewer may ask a question which is not directly job related. If the question deals with any of the following areas, it is generally felt to be "illegal":

Topic	Can Ask	Can't Ask
Name	Have you ever worked under a different name? Are any of your qualifications under another name?	What is your Maiden name? What is your original name?
Age	Are you over the age of 18?	How old are you? What is your date of birth? What year did you graduate?
Marital Status	Nothing.	Are you married? Why aren't you married? Are you living with your boyfriend/girlfriend?
Citizenship	Are you authorized to work in the U.S.? What languages do you read, speak or write fluently? (if related to job)	Are you a U.S. citizen? Where were your parents born? What country are you from? What is your native tongue?
Personal Affiliations	Do you belong to any professional or trade groups or other organizations relevant to this role or position?	What clubs or social organizations do you belong to? Have you ever been affiliated with a union?
Religion	Can you work on the days/schedule required for this role?	What is your religion? What religious holidays do you observe? Do you attend church?
Dependents	This job may require some overtime work on short notice. Is this a problem for you? Are you available to work overtime on occasion? Can you travel?	Do you have children? Are you planning to have children? Who will take care of your children while you are at work? Are you pregnant?
Criminal Record	Have you ever been convicted of a crime? Do you have pending felony charges? If so, what are they?	Have you ever been arrested? <i>(However, if a company is doing a background check, it may be important to discuss the incident up front and point out it was a thing of the past)</i>
Health	How many unscheduled days of work did you miss last year? Are you able to reach items on a shelf that's five feet tall? Are you able to lift boxes weighing up to 50 pounds?	Do you have any chronic conditions? How is your health? Do you have any disabilities? What is your weight/height? Do you take any medications?
Military	Do you have any upcoming commitments that would require extensive time away from work?	If you have been in the military, were you honorably discharged? In what branch of the Armed Forces did you serve?

What to Say If You Are Asked an Illegal Question

Identifying “illegal” questions will help you respond to them. You may choose to fully answer the question, or you may wish to refuse to answer. It is important to handle this situation carefully. Your interviewer may not know they cannot ask these questions. Don’t be defensive. The best approach is to determine why the interviewer asked the question and try to address the underlying concern. A few sample responses are listed below:

- Example #1 Q: “How old are your children?”
 A: “I assume you are concerned about my attendance. In my last job, I missed less work than any other member of the staff.”
- Example #2 Q: “Which religious holidays do you observe?”
 A: “I am willing and able to work the days and times required for this position.”

Questions You Should Ask

Always ask questions during and at the end of an interview. It shows your interest in the job and company. Below is a list of sample questions.

1. What kind of training would I receive? Does the company have training programs to help employees obtain additional job skills?
2. How does this job fit into the success of the department and company?
3. How large is your department? How many people will I be working with?
4. What are your department goals for the year?
5. What is a typical career path in this company for someone who starts in this job?
6. Who would I report to?
7. Are there avenues for promotion if I do well?
8. What are the personal qualities that a person would need to be successful?
9. How will I be evaluated?
10. What was your career path at this company?
11. What is the next step in the interview process and when might I hear about a decision?
12. What are the key traits that you are looking for in a person to fill this job?
13. What criteria do you use to evaluate whether a person in this position is doing a good job?
14. What do you like best about working here?
15. Your company’s mission statement is “___.” How would you say that your mission drives work in your department?
16. Would you like a list of my references?

Questions You Should Not Ask

1. When do I get my first raise?
2. When are your holidays and vacations?
3. What is your retirement plan?
4. What are the fringe benefits?
5. Who is your boss?
6. What are the grievance procedures?
7. I wouldn’t have to do “___,” would I?
8. Do you mind if I smoke?

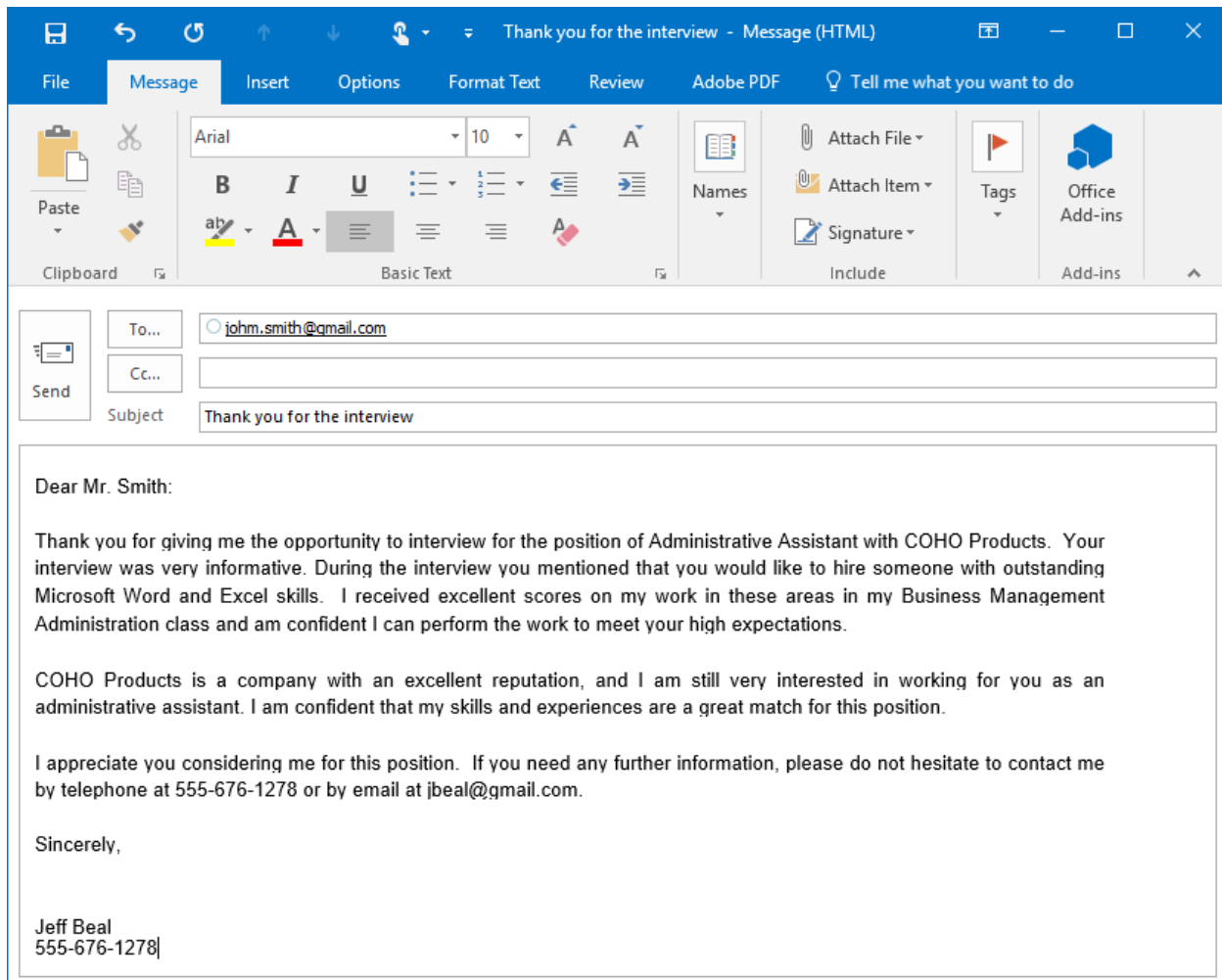
The Follow Up Thank You Email

When you are selected for a job interview, it means that you are a serious contender for the position. It is very important that you follow up after every single job interview by sending a thank you email message to every person who interviewed you. This should be sent directly after the interview and always be sent the same day.

- The purpose of the letter/email is to show appreciation for the employer's time spent with you.
- It is just one more chance to show that you really do want to work for that company.
- It also is one more chance to get your name in front of the employer.
- Strive to include some reference to your conversation which will help the employer remember you.
- Highlight your skills relevant to the job.
- If there is something you wished you'd shared during the interview, mention it in this communication.
- Proofread your follow-up letter/email before you send it. Typos, misspelled words, or grammatical errors can take you out of contention for the job.
- Have at least one person review your email
- Make sure it is your own words – don't Google, cut, and paste!

If you have not heard from the organization after a week, make a call to the interviewer. State that you are following up and wanted to know where they are in the hiring process or if a decision has been made. Follow up again in two weeks; if no response, move on in your job search.

The following is a sample of a good thank you letter submitted via email:



The screenshot shows an email client window titled "Thank you for the interview - Message (HTML)". The interface includes a ribbon with tabs for File, Message, Insert, Options, Format Text, Review, Adobe PDF, and Tell me what you want to do. The Message tab is active, displaying a rich text editor with various formatting options like Bold, Italic, Underline, and text color. The email content is as follows:

To... johm.smith@gmail.com
Cc...
Subject Thank you for the interview

Dear Mr. Smith:

Thank you for giving me the opportunity to interview for the position of Administrative Assistant with COHO Products. Your interview was very informative. During the interview you mentioned that you would like to hire someone with outstanding Microsoft Word and Excel skills. I received excellent scores on my work in these areas in my Business Management Administration class and am confident I can perform the work to meet your high expectations.

COHO Products is a company with an excellent reputation, and I am still very interested in working for you as an administrative assistant. I am confident that my skills and experiences are a great match for this position.

I appreciate you considering me for this position. If you need any further information, please do not hesitate to contact me by telephone at 555-676-1278 or by email at jbeal@gmail.com.

Sincerely,

Jeff Beal
 555-676-1278

Section Six – First Days on the Job

How to “Rock” Your First Days of Work

Congratulations, you got the job! All of your preparation and hard work paid off. Starting a new job is a time for you to show your new employer that you are an optimistic person with a positive attitude. You now have the potential to build a solid employment record and gain new skills that can help you to reach your goals.

Here are 10 tips that can help you make a successful transition:

1. Decide what you are going to wear the night before - first impressions matter. Get a good night's sleep so you arrive at work well rested.
2. Arrive early and do not ask to leave early!
3. Come to work ready to learn. Listen and observe more than you talk. Show interest in the job and your colleagues.
4. Learn coworkers' names quickly and build a network of trusted coworkers. Model your work behavior after the best employees in your new company. Avoid office politics and gossip and do not talk about your personal problems at work.
5. Come to your new job with an open mind. This can make all the difference when meeting new colleagues and supervisors.
6. Ask questions if you are unsure about anything! Questions are expected from you during your training.
7. Take notes during orientation and about how to perform certain tasks as you are learning your new job. Read the employee manual. Learn everything you can about your new company. Be a self-starter and show initiative. Ask for more work if you finish tasks early and/or ask others if you can help them with anything.
8. Show your team spirit, show company loyalty, and maintain a positive attitude about your work. Also, show your appreciation by thanking everyone who helps you learn the ropes during your first days at work.
9. Maintain a good attendance record.
10. Put your cell phone on silent or turn it off completely!

Being the newest employee can be challenging and exciting! Your goal should be to make the most of all situations. Relax, smile, and learn as much as you can as fast as you can.

Forms, Forms and More Forms

You show up for your first day of work ready to go. What's next? The first day is usually filled with lots of forms that must be completed.

Some of the types of forms you may be asked to complete include:

- Insurance forms – health, dental, vision, life, disability
- Payroll deduction forms
- Confidentiality forms
- Federal employment forms
- State employment forms
- Work permit – must be on file before you start working if you are under 18 years of age

There are four standard federal and state forms that all companies in Michigan must process for new employees: Employment Eligibility Verification Form (USCIS Form I-9), Federal W-4, Michigan W-4, and the State of Michigan Work Permit.

Employment Eligibility Verification Form (I-9)

The I-9 is required by the federal government to prove that all newly hired employees presented documentation verifying the employee's identity and legal authorization to accept employment in the United States. The new employee completes Section 1 of the form and the employer completes Section 2 within three days of the employee's first day of work.

IRS Form W-4 and MI-W4

The purpose of the federal IRS W-4 and MI-W4 is to let your employer know how much money to withhold from your paycheck. Accurately completing these forms can ensure that you do not owe a big balance to the federal and state governments at tax time. It can also prevent you from overpaying your taxes so that you have more money in your pocket during the year. Many students question how many allowances to claim on these tax forms. The best thing to do is talk with your parents about this. A general rule of thumb is if you are a student in high school, you are not married, you don't have children and your parents claim you on their tax return is to file single, zero allowances.

State of Michigan Work Permit Forms

Minors under the age of 18 must obtain a work permit or a written agreement between the employer and the governing school district before starting work. A minor may obtain a work permit from a Michigan Issuing Officer at the school district or the employer. Issuing officers usually work in the high school or school's administrative offices. The minor will obtain a CA-6 form if under 16 years of age (the form will be pink) or a CA-7 form if 16 or 17 years of age (the form will be yellow). The minor completes Section I, signs the form, and has a parent sign the form. The minor takes the form to the employer to complete Section II. The employer gives the form back to the minor and the minor takes it back to the issuing officer who verifies age of the minor and ensures compliance with state and federal laws and regulations.

Examples of each of these forms are on the pages that follow. Practice filling them out ahead of time so that you can ask your parents or your EFE teacher if you have questions.

Employment Eligibility Verification Form (Form I-9)

This form is used by the federal government to verify that you are eligible to work in the United States. You must provide documents that establish your identity and employment eligibility which will be photocopied by your new employer. These copies must be attached to the form. A driver's license and social security card are most commonly used.



Employment Eligibility Verification
Department of Homeland Security
 U.S. Citizenship and Immigration Services

USCIS
Form I-9
 OMB No. 1615-0047
 Expires 08/31/2019

▶ START HERE: Read instructions carefully before completing this form. The instructions must be available, either in paper or electronically, during completion of this form. Employers are liable for errors in the completion of this form.

ANTI-DISCRIMINATION NOTICE: It is illegal to discriminate against work-authorized individuals. Employers **CANNOT** specify which document(s) an employee may present to establish employment authorization and identity. The refusal to hire or continue to employ an individual because the documentation presented has a future expiration date may also constitute illegal discrimination.

Section 1. Employee Information and Attestation *(Employees must complete and sign Section 1 of Form I-9 no later than the first day of employment, but not before accepting a job offer.)*

Last Name (Family Name)		First Name (Given Name)		Middle Initial	Other Last Names Used (if any)	
Address (Street Number and Name)			Apt. Number	City or Town		State ZIP Code
Date of Birth (mm/dd/yyyy)	U.S. Social Security Number [] [] [] - [] [] - [] [] [] []		Employee's E-mail Address		Employee's Telephone Number	

I am aware that federal law provides for imprisonment and/or fines for false statements or use of false documents in connection with the completion of this form.

I attest, under penalty of perjury, that I am (check one of the following boxes):

<input type="checkbox"/> 1. A citizen of the United States	
<input type="checkbox"/> 2. A noncitizen national of the United States <i>(See instructions)</i>	
<input type="checkbox"/> 3. A lawful permanent resident (Alien Registration Number/USCIS Number): _____	
<input type="checkbox"/> 4. An alien authorized to work until (expiration date, if applicable, mm/dd/yyyy): _____ Some aliens may write "N/A" in the expiration date field. <i>(See instructions)</i>	
<p><i>Aliens authorized to work must provide only one of the following document numbers to complete Form I-9: An Alien Registration Number/USCIS Number OR Form I-94 Admission Number OR Foreign Passport Number.</i></p> <p>1. Alien Registration Number/USCIS Number: _____ OR 2. Form I-94 Admission Number: _____ OR 3. Foreign Passport Number: _____ Country of Issuance: _____</p>	
QR Code - Section 1 Do Not Write In This Space	

Signature of Employee	Today's Date (mm/dd/yyyy)
-----------------------	---------------------------

Preparer and/or Translator Certification (check one):

I did not use a preparer or translator. A preparer(s) and/or translator(s) assisted the employee in completing Section 1.
(Fields below must be completed and signed when preparers and/or translators assist an employee in completing Section 1.)

I attest, under penalty of perjury, that I have assisted in the completion of Section 1 of this form and that to the best of my knowledge the information is true and correct.

Signature of Preparer or Translator		Today's Date (mm/dd/yyyy)	
Last Name (Family Name)		First Name (Given Name)	
Address (Street Number and Name)		City or Town	State ZIP Code

STOP | Employer Completes Next Page | STOP

Form I-9 (Continued)



Employment Eligibility Verification
Department of Homeland Security
 U.S. Citizenship and Immigration Services

USCIS
Form I-9
 OMB No. 1615-0047
 Expires 08/31/2019

first days on the job

Section 2. Employer or Authorized Representative Review and Verification

(Employers or their authorized representative must complete and sign Section 2 within 3 business days of the employee's first day of employment. You must physically examine one document from List A OR a combination of one document from List B and one document from List C as listed on the "Lists of Acceptable Documents.")

Employee Info from Section 1	Last Name (Family Name)	First Name (Given Name)	M.I.	Citizenship/Immigration Status
-------------------------------------	-------------------------	-------------------------	------	--------------------------------

List A Identity and Employment Authorization	OR	List B Identity	AND	List C Employment Authorization
Document Title		Document Title		Document Title
Issuing Authority		Issuing Authority		Issuing Authority
Document Number		Document Number		Document Number
Expiration Date (if any)(mm/dd/yyyy)		Expiration Date (if any)(mm/dd/yyyy)		Expiration Date (if any)(mm/dd/yyyy)
Document Title		Additional Information		QR Code - Sections 2 & 3 Do Not Write In This Space
Issuing Authority				
Document Number				
Expiration Date (if any)(mm/dd/yyyy)				
Document Title				
Issuing Authority				
Document Number				
Expiration Date (if any)(mm/dd/yyyy)				

Certification: I attest, under penalty of perjury, that (1) I have examined the document(s) presented by the above-named employee, (2) the above-listed document(s) appear to be genuine and to relate to the employee named, and (3) to the best of my knowledge the employee is authorized to work in the United States.

The employee's first day of employment (mm/dd/yyyy): _____ (See instructions for exemptions)

Signature of Employer or Authorized Representative	Today's Date(mm/dd/yyyy)	Title of Employer or Authorized Representative		
Last Name of Employer or Authorized Representative	First Name of Employer or Authorized Representative	Employer's Business or Organization Name		
Employer's Business or Organization Address (Street Number and Name)		City or Town	State	ZIP Code

Section 3. Reverification and Rehires (To be completed and signed by employer or authorized representative.)

A. New Name (if applicable)			B. Date of Rehire (if applicable)	
Last Name (Family Name)	First Name (Given Name)	Middle Initial	Date (mm/dd/yyyy)	

C. If the employee's previous grant of employment authorization has expired, provide the information for the document or receipt that establishes continuing employment authorization in the space provided below.

Document Title	Document Number	Expiration Date (if any) (mm/dd/yyyy)
----------------	-----------------	---------------------------------------

I attest, under penalty of perjury, that to the best of my knowledge, this employee is authorized to work in the United States, and if the employee presented document(s), the document(s) I have examined appear to be genuine and to relate to the individual.

Signature of Employer or Authorized Representative	Today's Date (mm/dd/yyyy)	Name of Employer or Authorized Representative
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Form I-9 (Continued)

first days on the job

LISTS OF ACCEPTABLE DOCUMENTS

All documents must be UNEXPIRED

Employees may present one selection from List A
or a combination of one selection from List B and one selection from List C.

LIST A Documents that Establish Both Identity and Employment Authorization	OR	LIST B Documents that Establish Identity	AND	LIST C Documents that Establish Employment Authorization
1. U.S. Passport or U.S. Passport Card		1. Driver's license or ID card issued by a State or outlying possession of the United States provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address		1. A Social Security Account Number card, unless the card includes one of the following restrictions: (1) NOT VALID FOR EMPLOYMENT (2) VALID FOR WORK ONLY WITH INS AUTHORIZATION (3) VALID FOR WORK ONLY WITH DHS AUTHORIZATION
2. Permanent Resident Card or Alien Registration Receipt Card (Form I-551)		2. ID card issued by federal, state or local government agencies or entities, provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address		2. Certification of Birth Abroad issued by the Department of State (Form FS-545)
3. Foreign passport that contains a temporary I-551 stamp or temporary I-551 printed notation on a machine-readable immigrant visa		3. School ID card with a photograph		3. Certification of Report of Birth issued by the Department of State (Form DS-1350)
4. Employment Authorization Document that contains a photograph (Form I-766)		4. Voter's registration card		4. Original or certified copy of birth certificate issued by a State, county, municipal authority, or territory of the United States bearing an official seal
5. For a nonimmigrant alien authorized to work for a specific employer because of his or her status: a. Foreign passport; and b. Form I-94 or Form I-94A that has the following: (1) The same name as the passport; and (2) An endorsement of the alien's nonimmigrant status as long as that period of endorsement has not yet expired and the proposed employment is not in conflict with any restrictions or limitations identified on the form.		5. U.S. Military card or draft record		5. Native American tribal document
		6. Military dependent's ID card		6. U.S. Citizen ID Card (Form I-197)
		7. U.S. Coast Guard Merchant Mariner Card		7. Identification Card for Use of Resident Citizen in the United States (Form I-179)
		8. Native American tribal document		8. Employment authorization document issued by the Department of Homeland Security
		9. Driver's license issued by a Canadian government authority		
6. Passport from the Federated States of Micronesia (FSM) or the Republic of the Marshall Islands (RMI) with Form I-94 or Form I-94A indicating nonimmigrant admission under the Compact of Free Association Between the United States and the FSM or RMI		For persons under age 18 who are unable to present a document listed above:		
		10. School record or report card		
		11. Clinic, doctor, or hospital record		
		12. Day-care or nursery school record		

Examples of many of these documents appear in Part 8 of the Handbook for Employers (M-274).

Refer to the instructions for more information about acceptable receipts.

IRS Form W-4

first days on the job

Form W-4 (2017)

Purpose. Complete Form W-4 so that your employer can withhold the correct federal income tax from your pay. Consider completing a new Form W-4 each year and when your personal or financial situation changes.

Exemption from withholding. If you are exempt, complete **only** lines 1, 2, 3, 4, and 7 and sign the form to validate it. Your exemption for 2017 expires February 15, 2018. See Pub. 505, Tax Withholding and Estimated Tax.

Note: If another person can claim you as a dependent on his or her tax return, you can't claim exemption from withholding if your total income exceeds \$1,050 and includes more than \$350 of unearned income (for example, interest and dividends).

Exceptions. An employee may be able to claim exemption from withholding even if the employee is a dependent, if the employee:

- Is age 65 or older,
- Is blind, or
- Will claim adjustments to income; tax credits; or itemized deductions, on his or her tax return.

The exceptions don't apply to supplemental wages greater than \$1,000,000.

Basic instructions. If you aren't exempt, complete the **Personal Allowances Worksheet** below. The worksheets on page 2 further adjust your withholding allowances based on itemized deductions, certain credits, adjustments to income, or two-earners/multiple jobs situations.

Complete all worksheets that apply. However, you may claim fewer (or zero) allowances. For regular wages, withholding must be based on allowances you claimed and may not be a flat amount or percentage of wages.

Head of household. Generally, you can claim head of household filing status on your tax return only if you are unmarried and pay more than 50% of the costs of keeping up a home for yourself and your dependent(s) or other qualifying individuals. See Pub. 501, Exemptions, Standard Deduction, and Filing Information, for information.

Tax credits. You can take projected tax credits into account in figuring your allowable number of withholding allowances. Credits for child or dependent care expenses and the child tax credit may be claimed using the **Personal Allowances Worksheet** below. See Pub. 505 for information on converting your other credits into withholding allowances.

Nonwage income. If you have a large amount of nonwage income, such as interest or dividends, consider making estimated tax payments using Form 1040-ES, Estimated Tax for Individuals. Otherwise, you may owe additional tax. If you have pension or annuity income, see Pub. 505 to find out if you should adjust your withholding on Form W-4 or W-4P.

Two earners or multiple jobs. If you have a working spouse or more than one job, figure the total number of allowances you are entitled to claim on all jobs using worksheets from only one Form W-4. Your withholding usually will be most accurate when all allowances are claimed on the Form W-4 for the highest paying job and zero allowances are claimed on the others. See Pub. 505 for details.

Nonresident alien. If you are a nonresident alien, see Notice 1392, Supplemental Form W-4 Instructions for Nonresident Aliens, before completing this form.

Check your withholding. After your Form W-4 takes effect, use Pub. 505 to see how the amount you are having withheld compares to your projected total tax for 2017. See Pub. 505, especially if your earnings exceed \$130,000 (Single) or \$180,000 (Married).

Future developments. Information about any future developments affecting Form W-4 (such as legislation enacted after we release it) will be posted at www.irs.gov/w4.

Personal Allowances Worksheet (Keep for your records.)

A	Enter "1" for yourself if no one else can claim you as a dependent	A	
B	Enter "1" if: <div style="display: flex; align-items: center;"> <div style="font-size: 3em; margin-right: 10px;">{</div> <ul style="list-style-type: none"> • You're single and have only one job; or • You're married, have only one job, and your spouse doesn't work; or • Your wages from a second job or your spouse's wages (or the total of both) are \$1,500 or less. </div>	B	
C	Enter "1" for your spouse . But, you may choose to enter "-0-" if you are married and have either a working spouse or more than one job. (Entering "-0-" may help you avoid having too little tax withheld.)	C	
D	Enter number of dependents (other than your spouse or yourself) you will claim on your tax return	D	
E	Enter "1" if you will file as head of household on your tax return (see conditions under Head of household above)	E	
F	Enter "1" if you have at least \$2,000 of child or dependent care expenses for which you plan to claim a credit	F	
(Note: Do not include child support payments. See Pub. 503, Child and Dependent Care Expenses, for details.)			
G	Child Tax Credit (including additional child tax credit). See Pub. 972, Child Tax Credit, for more information. <ul style="list-style-type: none"> • If your total income will be less than \$70,000 (\$100,000 if married), enter "2" for each eligible child; then less "1" if you have two to four eligible children or less "2" if you have five or more eligible children. • If your total income will be between \$70,000 and \$84,000 (\$100,000 and \$119,000 if married), enter "1" for each eligible child. 	G	
H	Add lines A through G and enter total here. (Note: This may be different from the number of exemptions you claim on your tax return.) ▶	H	
<div style="display: flex; justify-content: space-between;"> <div style="width: 20%;"> <p>For accuracy, complete all worksheets that apply.</p> </div> <div style="width: 60%;"> <ul style="list-style-type: none"> • If you plan to itemize or claim adjustments to income and want to reduce your withholding, see the Deductions and Adjustments Worksheet on page 2. • If you are single and have more than one job or are married and you and your spouse both work and the combined earnings from all jobs exceed \$50,000 (\$20,000 if married), see the Two-Earners/Multiple Jobs Worksheet on page 2 to avoid having too little tax withheld. • If neither of the above situations applies, stop here and enter the number from line H on line 5 of Form W-4 below. </div> <div style="width: 15%; text-align: right;"> <p>Enter exemption total 0 or 1 here</p> </div> </div>			

----- Separate here and give Form W-4 to your employer. Keep the top part for your records. -----

Form W-4 Department of the Treasury Internal Revenue Service	<h3>Employee's Withholding Allowance Certificate</h3> <p>▶ Whether you are entitled to claim a certain number of allowances or exemption from withholding is subject to review by the IRS. Your employer may be required to send a copy of this form to the IRS.</p>	OMB No. 1545-0074 <div style="font-size: 2em; font-weight: bold; text-align: center;">2017</div>
1 Your first name and middle initial _____ Last name _____		2 Your social security number _____
Home address (number and street or rural route) _____		3 <input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Married, but withhold at higher Single rate. Note: If married, but legally separated, or spouse is a nonresident alien, check the "Single" box.
City or town, state, and ZIP code _____		4 If your last name differs from that shown on your social security card, check here. You must call 1-800-772-1213 for a replacement card. ▶ <input type="checkbox"/>
5 Total number of allowances you are claiming (from line H above or from the applicable worksheet on page 2) _____		5 _____
6 Additional amount, if any, you want withheld from each paycheck _____		6 \$ _____
7 I claim exemption from withholding for 2017, and I certify that I meet both of the following conditions for exemption. <ul style="list-style-type: none"> • Last year I had a right to a refund of all federal income tax withheld because I had no tax liability, and • This year I expect a refund of all federal income tax withheld because I expect to have no tax liability. If you meet both conditions, write "Exempt" here ▶		
Under penalties of perjury, I declare that I have examined this certificate and, to the best of my knowledge and belief, it is true, correct, and complete.		7 _____
Employee's signature (This form is not valid unless you sign it.) ▶ _____		Date ▶ _____
8 Employer's name and address (Employer: Complete lines 8 and 10 only if sending to the IRS.) _____		9 Office code (optional) _____
		10 Employer identification number (EIN) _____

For Privacy Act and Paperwork Reduction Act Notice, see page 2.

Cat. No. 10220Q

Form **W-4** (2017)

Michigan Form W-4

first days on the job

MI-W4

(Rev. 08-11)

EMPLOYEE'S MICHIGAN WITHHOLDING EXEMPTION CERTIFICATE STATE OF MICHIGAN - DEPARTMENT OF TREASURY

This certificate is for Michigan income tax withholding purposes only. You must file a revised form within 10 days if your exemptions decrease or your residency status changes from nonresident to resident. Read instructions below before completing this form.

Issued under P.A. 281 of 1967.			▶ 1. Social Security Number	▶ 2. Date of Birth
▶ 3. Type or Print Your First Name, Middle Initial and Last Name			4. Driver's License Number or State ID	
Home Address (No., Street, P.O. Box or Rural Route)			▶ 5. Are you a new employee?	
City or Town			<input type="checkbox"/> Yes If Yes, enter date of hire <input type="checkbox"/> No	
State			ZIP Code	
6. Enter the number of personal and dependent exemptions you are claiming			▶ 6. <input style="width: 50px;" type="text"/>	
7. Additional amount you want deducted from each pay (if employer agrees)			7. \$ <input style="width: 50px;" type="text"/> .00	
8. I claim exemption from withholding because (does not apply to nonresident members of flow-through entities - see instructions): a. <input type="checkbox"/> A Michigan income tax liability is not expected this year. b. <input type="checkbox"/> Wages are exempt from withholding. Explain: _____ c. <input type="checkbox"/> Permanent home (domicile) is located in the following Renaissance Zone: _____				
EMPLOYEE: If you fail or refuse to file this form, your employer must withhold Michigan income tax from your wages without allowance for any exemptions. Keep a copy of this form for your records.			Under penalty of perjury, I certify that the number of withholding exemptions claimed on this certificate does not exceed the number to which I am entitled. If claiming exemption from withholding, I certify that I anticipate that I will not incur a Michigan income tax liability for this year.	
INSTRUCTIONS TO EMPLOYER: Employers must report all new hires to the State of Michigan. Keep a copy of this certificate with your records. If the employee claims 10 or more personal and dependent exemptions or claims a status exempting the employee from withholding, you must file their original MI-W4 form with the Michigan Department of Treasury. Mail to: New Hire Operations Center, P.O. Box 85010; Lansing, MI 48908-5010.			9. Employee's Signature ▶ Date	
Employer: Complete lines 10 and 11 before sending to the Michigan Department of Treasury. 10. Employer's Name, Address, Phone No. and Name of Contact Person				
▶ 11. Federal Employer Identification Number				

Enter exemption total 0 or 1 here

INSTRUCTIONS TO EMPLOYEE

You must submit a Michigan withholding exemption certificate (form MI-W4) to your employer on or before the date that employment begins. If you fail or refuse to submit this certificate, your employer must withhold tax from your compensation without allowance for any exemptions. Your employer is required to notify the Michigan Department of Treasury if you have claimed 10 or more personal and dependent exemptions or claimed a status which exempts you from withholding.

You MUST file a new MI-W4 within 10 days if your residency status changes or if your exemptions decrease because: a) your spouse, for whom you have been claiming an exemption, is divorced or legally separated from you or claims his/her own exemption(s) on a separate certificate, or b) a dependent must be dropped for federal purposes.

Line 5: If you check "Yes," enter your date of hire (mo/day/year).

Line 6: Personal and dependent exemptions. The total number of exemptions you claim on the MI-W4 may not exceed the number of exemptions you are entitled to claim when you file your Michigan individual income tax return.

If you are married and you and your spouse are both employed, you both may not claim the same exemptions with each of your employers.

If you hold more than one job, you may not claim the same exemptions with more than one employer. If you claim the same exemptions at more than one job, your tax will be under withheld.

Line 7: You may designate additional withholding if you expect to owe more than the amount withheld.

Line 8: You may claim exemption from Michigan income tax withholding ONLY if you do not anticipate a Michigan income tax liability for the current year because all of the following exist: a) your employment is less than full time, b) your personal and dependent exemption allowance exceeds your annual compensation, c) you claimed exemption from federal withholding, d) you did not incur a Michigan income tax liability for the previous year. You may also claim exemption if your permanent home (domicile) is located in a Renaissance Zone or you are a non-resident spouse of military personnel stationed in Michigan. Members of flow-through entities may not claim exemption from nonresident flow-through withholding. For more information on Renaissance Zones call (517) 636-4486. Full-time students that do not satisfy all of the above requirements cannot claim exempt status.

Visit the Treasury Web site at: www.michigan.gov/taxes

Work Permit (Form CA-6)

Permit Number for School Use
(optional)

State of Michigan: Combined Offer of Employment and Work Permit/Age Certificate
CA-6 for minors UNDER 16 years of age

Employer Information:

- The employer must have a completed front and back pink work permit form on file **before** a minor begins work.
- The employer or an employee who is 18 years of age or older must provide competent adult supervision at all times.
- The employer of the minor must comply with federal, state, and local laws and regulations including nondiscrimination against any applicant or employee because of race, color, religion, national origin or ancestry, age, gender, height, weight, marital status, or disability.
- The employer must return the work permit to the issuing officer upon termination of the minor's employment.

Directions: Please type or print using black ink pen. ALL FIELDS MUST BE COMPLETED. Back of this form must have summary of requirements.

Section I: Each Box must be Completed by Minor Applicant and Parent/Guardian

Name of Minor:	Address:	City & ZIP:
Age:	Date of Birth (MM/DD/YYYY):	Last 4 Digits of Soc. Number
Name of School (present or last attended):	School Address:	City & ZIP:
Last Grade Completed:	School Status (check one):	Type of Business (i.e., fast food, manufacturing):
<input type="checkbox"/> in school, <input type="checkbox"/> home school, <input type="checkbox"/> online/cyber/virtual school, <input type="checkbox"/> not attending school		
Signature of Minor:	<input type="checkbox"/> Parent/ <input type="checkbox"/> Guardian Name (check one):	Parent/Guardian Telephone:

Section II: Each Box must be Completed by the Employer - Offer of Employment

Name of Business:	Address:	City & ZIP:		
Earliest Starting Time: No earlier than 3:00 pm (Mon-Fri) When school is in session No earlier than 7:00 am (Sat-Sun)	Latest Ending Time: 7:00 pm (Labor Day – June 1) 9:00 pm (June 1 – Labor Day)	No more than 3 hours per day After 3:00 pm (Mon-Fri) Non-school day (Sat-Sun)	No more 6 days per week No more than 8 hours	Total Hours of Employment: No more than 3 hours per day after 3:00 pm Mon-Fri when school is in session No more than 40 hours during non-school weeks
Applicants Job Title:	Hourly Wage:	Name of Job Duties/Tasks to be Performed by the Minor:	Name Equipment/Tools to be Used by Minor:	
Signature of Employer:	Title:	Telephone:	Date:	

Section III: Certification

Each Box must be Completed by a Michigan School's Issuing Officer – Must be Signed by the Issuing Officer to be Valid

This is to certify that: (1) the minor personally appeared before me, (2) this form was properly completed, (3) listed job duties are in compliance with state and federal laws and regulations, (4) listed hours are in compliance with state and federal laws and regulations, (5) this form was signed by student and employer, and I authorize the issuance of this work permit.

Evidence of Age confirmed by (Issuing officer checks one):

Birth Certificate, Driver's License, School Record, Certificate of Arrival in U.S., Hospital Record of Birth, Baptismal Certificate,

Other (Describe):

Number of Work Hours per week, when School is in Session: **No more than 18 hours per week (September Labor Day – June 1st)**

Name of School District:	Address:	City, State, and ZIP:	Telephone:
Signature of Issuing Officer:	Title:	Printed Name of Issuing Officer:	Issue Date:

Form CA-6 (revised 02/07/2017) Combined Offer of Employment & Work Permit and Age Certificate **Must Print front and back on Pink Paper.**
Instructions for completing CA-6 must be printed on back of form to be valid.
Must submit original pink front and back CA-6 when submitting Individual Application for Hours Deviation form.

first days on the job

DO NOT COPY

Form CA-6 (Continued)

Summary of Requirements CA-6 MICHIGAN WORK PERMIT AND AGE CERTIFICATE

The **Minimum Age for Employment is 14 years** except that a minor 11 years of age or older may be employed as a youth athletic program referee or umpire for an age bracket younger than his/her own age or as a golf or bridge caddy; 13 years of age or older may be employed to perform services which entail setting traps for formal or informal trap, skeet and sporting clays shooting events or in some farming occupations described in section 4(3) of the Youth Employment Standards Act 90 of 1978. **Adult supervision is required, at all times.**

Who Needs a CA-6 Pink Work Permit? A minor under 16 years of age not attending any type of schooling, out-of-state resident, **including but not limited to home school – cyber school – online school – virtual school – Public and Private.** The **minor shall not begin** employment in an occupation regulated by this act until the person proposing to employ the minor procures and keeps on file, at the place of employment, a completed original pink CA-6 front and back.

Who Issues the Work Permit? A Michigan issuing officer is the chief administrator of a school district, intermediate school district, public school academy, or nonpublic school, or a person authorized by that chief administrator in writing to act on his/her behalf.

Employment of Minors: A minor under 18 years of age shall not be employed in, about, or in connection with an occupation that is hazardous or injurious to minor's health or personal well-being or which is contrary to standards established by state and federal acts, (i.e., construction, slicers, motor vehicle operation, power-driven machinery, etc.)

Instructions for Completing and Issuing:

1. The Minor obtains the original pink CA-6 from an employer or a Michigan Issuing Officer of the school district to complete Section I.
2. The Minor takes the original pink CA-6 to the Person proposing to employ the minor to complete Section II.
3. The Person proposing to employ gives the original pink CA-6 back to the minor to return to the Michigan Issuing Officer who verifies age of minor and ensures compliance with state and federal laws and regulations.
4. The Michigan Issuing Officer, after reviewing all information in Sections I and Section II then signs and dates in Section III.
5. The Michigan Issuing Officer makes copy of CA-6 and certified documentation, places copy in minor's permanent school file, and returns original to the minor.
6. The Minor gives completed original pink CA-6 Work Permit to the Person proposing to employ the minor listed in Section II **before** beginning work.

The failure or refusal to issue a work permit by the school may be appealed by the minor in accordance with Public Act 306 of 1969.

Employer's Responsibilities: The issuance of a work permit **does not authorize** employment of minors contrary to state or federal laws and regulations.

- Must have a completed original pink CA-6 work permit, front and back, **before** a minor begins work.
- Must keep the original pink work permit, front and back, at the place of employment.
- Must provide, at all times, supervision (ongoing instruction and guidance) by the employer or an employee who is 18 years of age or older.
- Must comply with federal, state, and local laws and regulations including nondiscrimination against any applicant or employee because of race, color, religion, national origin or ancestry, age, gender, height, weight, marital status, or disability.
- Must maintain adequate time records including number of hours worked each day along with starting and ending times required by Public Act 90 of 1978, as amended, and be made available for inspection by an authorized representative of the department.
- Must return the work permit to the issuing officer upon separation of the minor's employment.
- Must post required work place posters at work site which may be downloaded at the Office of Career and Technical Education website (www.michigan.gov/octe).

Issuing Officer's Responsibilities: A copy of the CA-6 shall be filed in the minor's permanent school file. Work permits shall not be issued if the work is hazardous or injurious, information is incomplete, or if the minor's employment is in violation of state or federal laws and regulations.

14 and 15 Year Old work hours:

1. No more than 3 hours a day on school days (Monday - Friday) after school while school is in session
2. No more than 8 hours a day on non-school days.
3. No more than 18 hours a week during a school week.
4. No more than 40 hours a week during non-school weeks
5. Not before 7:00 a.m. and no later than 7:00 p.m. (September Labor Day – June 1).
6. Not before 7:00 a.m. and no later than 9:00 p.m. (June 1 – September Labor Day).
7. No more than 6 days in one week.
8. Not employed during school hours.
9. Not more than 5 hours continuously without a documented and uninterrupted meal or rest period, at least 30 minutes or more.

Michigan Youth Employment Standards Act (P.A. 90 of 1978): For information about the law, rules, and regulations contact the Office of Career and Technical Education, PO Box 30712, Lansing, MI, 48909, phone 517/373-3373, [OCTE Website](http://www.michigan.gov/octe) (www.michigan.gov/octe) and click on 'Youth Employment'.

Federal Fair Labor Standards Act: For information about federal child labor provisions contact the U.S. Department of Labor, [Wage and Hour Division](http://www.youthrules.dol.gov) (www.youthrules.dol.gov), or 1-866-4USWAGE.

Revocation of Permit: A permit may be revoked by the school issuing officer if: (1) poor school attendance results in a level of school work lower than that prior to beginning employment or (2) the Michigan Department of Education/U.S. Department of Labor informs the school of an employer's violations of state or federal laws or regulations. Any minor who has a permit revoked shall be informed of the appeal process by the school.

Work Permit (Form CA-7)

Permit Number for School Use
(optional)

State of Michigan: Combined Offer of Employment and Work Permit/Age Certificate CA-7 for minors 16 and 17 years of age

Employer Information:

- The employer must have a completed front and back yellow work permit form on file **before** a minor begins work.
- The employer or an employee who is 18 years of age or older must provide competent adult supervision at all times.
- The employer of the minor must comply with federal, state, and local laws and regulations including nondiscrimination against any applicant or employee because of race, color, religion, national origin or ancestry, age, gender, height, weight, marital status, or disability.
- The employer must return the work permit to the issuing officer upon termination of the minor's employment.

Directions: Please type or print using black ink pen. ALL FIELDS MUST BE COMPLETED. Back of this form must have summary of requirements.

Section I: Each Box must be Completed by Minor Applicant and Parent/Guardian

Name of Minor:		Address:		City & ZIP:	
Age: Date of Birth (MM/DD/YYYY):		Last 4 Digits of Soc. Number		Contact Number:	
Name of School (present or last attended):		School Address:		City & ZIP:	
Last Grade Completed: School Status (check one):		Type of Business (i.e., fast food, manufacturing):			
		<input type="checkbox"/> in school, <input type="checkbox"/> home school, <input type="checkbox"/> online/cyber/virtual school, <input type="checkbox"/> not attending school			
Signature of Minor:		<input type="checkbox"/> Parent/ <input type="checkbox"/> Guardian Name (check one):		Parent/Guardian Telephone:	

Section II: Each Box must be Completed by the Employer - Offer of Employment

Name of Business:		Address:		City & ZIP:	
Earliest Starting Time:	Latest Ending Time:	Hours per Day	Number of Days per Week:	Total Hours of Employment:	
No earlier than 3:00 pm (Mon-Fri) When school is in session	No later than 10:30 pm (Sun-Thurs)	No More than 8	No more than 6 per week	No more than 24 when school is in session	
No earlier than 6:00 am (Sat-Sun)	No later than 11:30 pm (Fri-Sat)			No more than 48 when school not in session	
Applicants Job Title:	Hourly Wage:	Name of Job Duties/Tasks to be Performed by the Minor:		Name Equipment/Tools to be Used by Minor:	
Will the minor be working under an Hours Deviation granted by the Michigan Department of Education? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, attach the Individual Application for Hours Deviation for 16 and 17 Year Old Minors along with this original yellow CA-7 and mail to: MDE/OCTE P.O. Box 30712, Lansing, Michigan, 48909 for approval.					
Signature of Employer:		Title:		Telephone: Date:	

Section III: Certification

Each Box must be Completed by a Michigan School's Issuing Officer – Must be Signed by the Issuing Officer to be Valid

This is to certify that: (1) the minor personally appeared before me, (2) this form was properly completed, (3) listed job duties are in compliance with state and federal laws and regulations, (4) listed hours are in compliance with state and federal laws and regulations, (5) this form was signed by student and employer, and I authorize the issuance of this work permit.

Evidence of Age confirmed by (Issuing officer checks one):

Birth Certificate,
 Driver's License,
 School Record,
 Certificate of Arrival in U.S.,
 Hospital Record of Birth,
 Baptismal Certificate,

Other (Describe):

Number of Work Hours per week, when School is in Session: No more than 24 per week	Number of Work Hours while school is not in session (Summer, Spring, Xmas vacation) No More than 48 per week		
Name of School District:	Address:	City, State, and ZIP:	Telephone:
Signature of Issuing Officer:	Title:	Printed Name of Issuing Officer:	Issue Date:

Form CA-7 (revised 02/07/2017) Combined Offer of Employment & Work Permit and Age Certificate **Must Print front and back on Yellow Paper.**
Instructions for completing CA-7 must be printed on back of form to be valid.
Must submit original yellow front and back CA-7 when submitting Individual Application for Hours Deviation form.

first days on the job

Form CA-7 (Continued)

Summary of Requirements CA-7 MICHIGAN WORK PERMIT AND AGE CERTIFICATE

The **Minimum Age for Employment is 14 years** except that a minor 11 years of age or older may be employed as a youth athletic program referee or umpire for an age bracket younger than his/her own age or as a golf or bridge caddy; 13 years of age or older may be employed to perform services which entail setting traps for formal or informal trap, skeet and sporting clays shooting events or in some farming occupations described in section 4(3) of the Youth Employment Standards Act 90 of 1978. **Adult supervision is required, at all times.**

Who Needs a CA-7 Yellow Work Permit? A 16 or 17 year old minor attending any type of schooling (***including but not limited to home school – cyber school – online school – virtual school***) or not attending school or is an out of state resident and not specifically exempt from the Youth Employment Standards Act (P.A. 90 of 1978) sections **409.116; 409.117; 409.118; 409.119**. This completed (all sections I, II, III) yellow CA-7 work permit allows a minor to be employed, only by the employer at the location, listed in Section II; therefore, **minor shall not begin** employment in an occupation regulated by this act until the person proposing to employ the minor procures and keeps on file at the place of employment a completed original yellow CA-7 which is valid **until minor turns 18 or graduates**, as long as the minor works for the same employer.

Who Issues the Work Permit? A State of Michigan issuing officer is the chief administrator of a school district, intermediate school district, public school academy, or nonpublic school, or a person authorized by that chief administrator in writing to act on his/her behalf.

Employment of Minors: A minor under 18 years of age shall not be employed in, about, or in connection with an occupation that is hazardous or injurious to minor's health or personal well-being or which is contrary to standards established by state and federal acts, (i.e., construction, slicers, motor vehicle operation, power-driven machinery).

Instructions for Completing and Issuing:

1. The Minor obtains the yellow CA-7 from a State of Michigan Issuing Officer of the school district and completes Section I.
2. The Minor takes the yellow CA-7 to the Person/Employer proposing to employ the minor to complete Section II.
3. The Employer/Person gives the yellow CA-7 back to the minor to return to the State of Michigan Issuing Officer who verifies age of minor (using best available evidence **409.105 of Public Act 90 of 1978**) and ensures compliance with state and federal laws and regulations.
4. The State of Michigan Issuing Officer, after reviewing all information in Sections I, II and III then sign and date in Section III.
5. The State of Michigan Issuing Officer makes copy of CA-7 and place copy in minor's permanent school file and returns original to the minor.
6. The Minor gives completed original yellow CA-7 Work Permit to the Employer/Person listed in Section II **before** beginning work.

The failure or refusal to issue a work permit by the school may be appealed by the minor in accordance with Public Act 306 of 1969.

Employer's Responsibilities: The issuance of a work permit **does not authorize** employment of minors contrary to state or federal laws and regulations.

- Must have a valid (front and back) and completed original yellow CA-7 Work Permit form **before** a minor begins work.
- Shall keep the original yellow work permit form and any approved deviation with parental consent on file at the place of employment.
- Must provide competent adult supervision, at least 18 years of age or older, at all times.
- Must comply with federal, state, and local laws and regulations including nondiscrimination against any applicant or employee because of race, color, religion, national origin or ancestry, age, gender, height, weight, marital status, or disability.
- Records required by Public Act 90 of 1978, as amended, must be maintained and made available for inspection by an authorized representative of the department.
- Must return the work permit to the issuing officer upon termination of the minor's employment.
- Must post all required work place poster at work site/work location; "Posting Requirement" may be downloaded at www.michigan.gov/mde.

Issuing Officer's Responsibilities: A copy of the CA-7 and any Michigan Department of Education deviation forms shall be filed in the minor's permanent school file. Work permits shall not be issued if the work is hazardous or injurious, information is incomplete, or if the minor's employment is in violation of state or federal laws and regulations.

Hours Deviations: At any time an employer may apply through the Office of Career and Technical Education for a General Hours or an Individual Application for Hours Deviation.

Michigan Youth Employment Standards Act (P.A. 90 of 1978): For information about the law, rules, and regulations contact the Office of Career and Technical Education, PO Box 30712, Lansing, MI, 48909, phone 517/373-3373, OCTE Website (www.michigan.gov/octe) and click on 'Youth Employment'.

Federal Fair Labor Standards Act: For information about federal child labor provisions contact the U.S. Department of Labor, Wage and Hour Division (www.youthrules.dol.gov), or 1-866-4USWAGE.

Revocation of Permit: A permit may be revoked by the school issuing officer if: (1) poor school attendance results in a level of school work lower than that prior to beginning employment or (2) the Michigan Department of Education/U.S. Department of Labor informs the school of an employer's violations of state or federal laws or regulations. Any minor who has a permit revoked shall be informed of the appeal process by the school.

Things to Ask During Your Orientation to Your New Job

Some employers offer a new hire orientation. It is important to take notes and pay close attention. The information supplied to you at orientation is key for your success in that organization.

If your employer doesn't have a new hire orientation (or these topics aren't covered), the following are questions that you will want to ask:

- Is there an employee handbook? If there is be sure to read it before asking additional questions. Most likely the following questions will be addressed in the handbook, if not, ask.
- Do you have information on the company's history, product line, etc., that I could read for additional information?
- When is payroll processed? Weekly, bi-weekly or monthly?
- Are there any parking regulations?
- Where is the schedule posted?
- What is the attendance/tardy occurrence policy?
- What is the dress code?
- When is lunch? When are relief periods? Where is the breakroom/cafeteria? Where are the restrooms?
- How/when/to whom do I report when absent?
- What are my main job duties? Ask for a copy of a job description if you haven't seen one.
- What is my rate of pay?
- Who will be training/mentoring me?
- What is the training process?
- What is the job posting procedure when new positions become available?
- What is the orientation period? 30, 60 or 90 days?
- What is the procedure for performance appraisals?
- What are the promotion policies?
- What are the safety guidelines related to my position?
- What are the emergency procedures (fire, tornado, etc.)?

Managing your Digital Footprint After You Get the Job

As discussed in Section Four, employers do online background checks of social media when hiring new employees. It is always a good idea to manage your digital footprint and to continue to check your online presence even after you are employed. Here are some tips:

1. **Keep it professional** - post only truthful, factual information and make sure it is appropriate for your boss/mentor/supervisor to read. Assume that nothing is private and remember that it is almost impossible to delete something.
2. **Be aware of what other people are saying about you online** - adjust your account settings to make sure you see notifications when other people mention you, tag you, like, comment or share on your feed. You can enable approval rights when other people tag you.
3. **Be accurate** - check spelling and grammar in your posts. Poor writing can be a big turn off to someone checking up on you.
4. **Consider your contacts** - connect with whomever you like, but don't feel the need to connect with those who could be a detriment to you because of the way they post on social media.
5. **Be proud of your achievements** - include information about your hobbies, interests, charity work, volunteering, and awards. This is your personal brand and it shows others who you are and provides an honest and professional view of you.

Section Seven – Soft Skills

Importance of Soft Skills

Everyone wants to find and keep a good job and earn money. It's hard to find a good job, and it's hard to keep a job if you do not understand and use those skills an employer seeks in every employee. We call these soft skills. These are skills that are important in any job in any career pathway.

Soft skills help us do our job. They allow us to effectively and efficiently use our technical skills and knowledge. If you possess these skills, you can be taught the technical skills needed for a specific position and company. Soft skills are transferable between occupations.

While your technical skills may get your foot in the door, your soft skills or people skills are what open most of the doors to come. Your work ethic, attitude, communication skills, and a whole host of other personal attributes are the soft skills that are crucial for career success. These skills are more critical than ever as organizations struggle to find meaningful ways to remain competitive and be productive. Since each is an essential element for organizational and personal success, developing these skills is very important and does matter... a lot! It's important to focus as much on soft skills development as you do on traditional hard skills.

Soft skills make up who we are, generally encompassing our attitudes, habits and how we interact with other people. They are much less tangible than hard or technical skills. You do not learn soft skills by enrolling in a training program. You can, however, acquire them through educational, work and life experiences but it will take a focused effort on your part. You are the only one who can make a substantial change to these skills and pave the way for an excellent professional and personal life.

Make sure your resume lists accomplishments that demonstrate the desired soft skills. Integrate them into your cover letter if they match the job requirements. Find ways to discuss them during your job interview. Take every opportunity to highlight the soft skills you have that align with the requirements of the position. Be sure to back up your words with examples of how you have utilized them.

EFE conducted a survey with area employers to create a list of the top 10 soft skills they see as most important. Students helped to define these top 10 using other words that came to mind for them. On the following page you will find this list. Posters with this information have been distributed throughout schools and businesses in our community. Refer to this list often to see how you are living these out in your daily life. Soft skills aren't words on your employment documents, they are daily actions and choices that you make that will have an enormous impact on your future.

A3

ANYONE
ANYTIME
ANYPLACE

Team Player

Effective
Communicator

Responsible

Strong Work
Ethic

Initiative

Good
Judgment

Problem
Solver

Integrity

Positive
Attitude

Social Skills

soft skills

Math Skills

There are various levels of math skills required depending on the position you hold.

Examples of math skills in the hiring process, the workplace and daily life:

- Pre-employment assessment testing
- Counting change back to a customer
- Measurements
- Tracking product and production
- Daily required paperwork (graphs, budgets, etc.)
- Keeping track of your expenses
- Balancing your checkbook
- Completing your taxes

Reading Skills

A job seeker must be able to read to complete an employment application. Even if a candidate is able to take the application off site to have someone else complete it, there is paperwork that he/she must complete upon hiring that will require reading skills. In today's workforce virtually every job requires reading skills beyond the 9th grade level. Upon hiring it is imperative that you read your entire employee handbook and understand it!

Technology Skills

Technology skills are an integral part of our everyday life and will increase with time. Refer to pages 5-9 for the section related to where to look for a job and page 36 referring to the online application process.

Examples of technology skills necessary to succeed in today's workplace:

- Looking for work opportunities online
- Researching the company for whom you would like to apply
- Performing the online application process. In some situations you will need to know how to attach a document such as your resume and cover letter along with completing an application online.
- Possessing basic knowledge and experience with Microsoft Office applications (Word, Excel, PowerPoint, Outlook, Access)
- Proper email etiquette is critical in today's workplace (work email is much more formal than texting)

Company/Organizational Behavior Skills

You have landed a great position in a wonderful company. Congratulations! Because you know all about yourself and the strengths you possess that you can bring to this job, you are ready to begin. Now it is important to figure out how you and your job fit in the big picture of the organization.

In order for you to be successful in your job, you must understand how the company works. It is much like a competitive team (sports, debate, music, etc.). If the company is not successful, that means that each of its parts is not functioning successfully. You were hired, and are being paid, to do your part to help the company succeed, and you need to understand how you can do your part to make that happen.

Align Personal Goals With Company Goals

You know that the company wants to increase the public's perception of the quality of its goods or services. Figure out what you, personally, can do in your job to help meet that goal.

Employment Evaluations/Performance Reviews

An employee evaluation is a tool used to review the performance of an employee. Most companies evaluate an employee on an annual basis, and their reviews are often tied to pay raises and promotions. The purpose of an evaluation is to remind workers what is expected of them. Because this is a review of your performance over time, there's not a good way to prepare for it. One thing you can do; however, is look at your last review to see where you are with regard to any goals that were outlined and areas of improvement. This will help you self-evaluate your progression since the last evaluation. You could also prepare a list of your accomplishments since the last review and be proactive about what you think your goals should be for this evaluation period. Some employers will have you do a self-assessment as part of the review process.

Remember that the review meeting is a discussion between you and your supervisor. Maintain good eye contact, attentive posture, listen and take notes. Emphasize your strengths, be honest, and take responsibility when necessary. The performance review process is also a good time to ask about career-development opportunities and let your employer know about additional training you would like to receive.

Steps for Advancement

There are several steps that can help you prepare for job advancement. To get ahead in your field of work and to get raises and promotions for more challenging jobs with more responsibility, use the tips listed below. Know and be able to apply the Soft Skills discussed on the previous pages.

1. Always do your best.
2. Be a safe, reliable, and efficient worker.
3. Show a sense of responsibility.
4. Follow the directions and advice of your employer.
5. Show enthusiasm when working, even when doing the most unpleasant tasks.
6. Accept criticism as a means of improving yourself.
7. Cooperate by being willing to perform extra tasks and work overtime within reason.
8. Look into courses and training opportunities that may improve your knowledge and skills for advancement.
9. Be informed of the types of skills and background needed for promotion and watch for opportunities to advance.
10. Maintain a business-like attitude. Get along with everyone. Keep your temper even if someone is rude to you. Be courteous.
11. Maintain a pleasant, professional appearance. Dress appropriately for the job. Practice excellent personal hygiene.
12. Be cooperative. You may have to bend a little for the good of the group. Be a "team player". Working together gets the job done faster and more efficiently than letting everyone do his/her tasks his/her way. This relates to your attitude about your job.

If you are currently employed and have concerns about your job status:

Communication is key in this situation. You should ask your supervisor/manager to talk privately. Share with him/her your concerns and ask how you can improve your performance. If there is something you do not understand, ask for clarification. Asking for help is sometimes the best way to save your job.

Finding a job is not an easy process, so don't be quick to leave your job when you could turn the situation around. Sometimes all it takes is a conversation.

Section Eight – Job Termination

Employment Resignation

When you do decide to leave, you should do these things:

1. **Tell your supervisor** – Your supervisor should hear it from you first. Request a face-to-face meeting.
2. **Be professional and positive about your reason for leaving** - You may be leaving for negative reasons or a higher salary. “I’m leaving for a more profitable opportunity” or “I have been offered a position with more responsibility” are positive ways to state your reasons for leaving.
3. **Give the correct notice period** – The industry standard is two weeks. Continue to stay focused and work hard during those two weeks.
4. **Write a formal letter of resignation** – This letter should include the date your resignation is effective, the position you are resigning from, a short explanation of why you are leaving (be positive), and a short polite thank you at the end of the letter for the opportunities gained during your employment.
5. **Offer to help** – You can offer to help train your replacement and/or leave detailed instructions on your daily duties
6. **Ask for a letter of recommendation and a reference** – See information on page 26 on how to ask for a reference. Ask any manager or supervisor who would say good things about you to future employers.

Sample Letter of Resignation

Terry Lester

1234 Rose Street • Nowhere, MI 55555 • Home (269) 123-1234
Cell (269) 321-4321 • tlester@gmail.com

start at the
2-inch
mark

→ April 2, 2017

leave 3
blank lines

→

Mrs. Susan East, Owner
S&E Body Shops
1623 Franklin Street
Detroit, MI 48040

leave 1
blank line

→

Dear Mrs. East:

leave 1
blank line

→

It is with regret that I inform you I will be leaving my position as a painter in your S&E Body Shop. I have been offered the job as lead painter with the Townard Company.

I will start my new position with Townard's April 19, 2017; therefore, my termination date will be April 16, 2017.

Working for S&E has been a very rewarding experience. I have learned a great deal from my supervisor, Frank Jones.

leave 1
blank line

→

Sincerely,

leave 3
blank lines
(between
Sincerely
and Your
Name
Typed)

→

← Don't forget to
sign the letter.

Terry Lester

What If You Are Terminated?

A termination is not the end of the world. You can and should react in a positive way from a negative experience.

How to Benefit From Being Terminated

1. Always request an “exit interview.” In a “hire interview,” qualifications and good personal qualities are discussed; in an “exit interview,” specific poor work performance and/or personal qualities are discussed.
2. Find out the specific reason you were terminated. “You didn’t do the job” is not specific enough. Find out what skills were poor, and how you might improve them. Be professional, tactful, and polite. Ask questions. You can’t improve if you don’t know what to improve. Maybe it was your attitude!
3. Take responsibility for your previous behavior and performance. Don’t blame others or make excuses. Do not argue with the employer. This is a stressful time for you and you should not say things you will later regret.
4. Find out your good qualities. After you have heard all the negatives and are perhaps feeling low, take the next step - find out your good qualities. If you have been on the job three months and are terminated, you had been doing something right or you wouldn’t have been on the job that long. Find out those good things, e.g., always on time, always there, always appropriately dressed, etc. You will find out that you are still a good person with good qualities and will leave feeling better.
5. Ask for a letter of recommendation. Now that the supervisor has verbalized your good points, ask for a letter of recommendation based on these points. Employers do not like to terminate people and often like to soften the impact. If you handle this professionally, you are very likely to get that letter of recommendation. If the employer refuses to give you the letter of recommendation, thank him/her politely and leave. You have done all you can do to leave professionally. Keep your chin up - you are still a worthy person.
6. Start your new job search. Use the same techniques you did before. It worked once; it will work again.
7. Revise your cover letter. Same story, update and go for it!
8. Update your resume. Add your latest job experience to your resume, the experience will help.
9. Update your sample application. Make sure you add your latest job with the correct address and dates of employment.
10. Brush up on your interviewing skills. Be prepared to explain the positive you! You can do it!
11. Go get another job!

Notice of Non-Discrimination

It is the policy of Kalamazoo Regional Educational Service Agency that no discriminating practices based on race, color, national origin, sex (including sexual orientation or sexual identity), disability, age, religion, height, weight, marital or family status, military status, ancestry, genetic information or any other legally protected category be allowed during any program, activity, service or in employment. The following positions at Kalamazoo RESA have been designated to handle inquiries regarding the nondiscrimination policy: Assistant Superintendents – Tom Zahrt, Mindy Miller & Dr. Jennifer Sells. Contact information: (269) 250-9200, 1819 E. Milham Ave, Portage, MI 49002.



Kalamazoo County Education for Employment

Consortium Members

Climax-Scotts Community Schools

Comstock Public Schools

Galesburg-Augusta Community Schools

Gull Lake Community Schools

Kalamazoo Public Schools

Kalamazoo Regional Educational Service Agency

Kalamazoo Valley Community College

Parchment School District

Portage Public Schools

Schoolcraft Community Schools

Vicksburg Community Schools

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Kalamazoo RESA, Education for Employment
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