



EMPLOYABILITY SKILLS MANUAL

This handbook will help you become more familiar with the job-seeking process and will share some tips and insight on how to improve your chances of being hired — directly from industry professionals.

TABLE OF CONTENTS

Introduction and Acknowledgements **3**

Section One — Getting Started **4**

Introduction.....	4
Information Gathering.....	4
Assessing your Strengths and Interests.....	5
Importance of Networking.....	5
Creating a LinkedIn Account in High School.....	6
Managing Your Digital Footprint.....	9
Where to Look for a Job.....	9
Career Planning and Job Search Checklist.....	12

Section Two — Resumes **13**

Creating an Effective Resume.....	13
Common Resume Myths.....	13
Types of Resumes.....	14
General Tips for All Resumes.....	14
Tips for Email Submission of Resume.....	15
Action Words Related to Specific Skills.....	16
Constructing a Resume Bullet Point.....	18
Sample Resume Heading.....	18
Sections of a Resume.....	19
Resume Samples.....	21
Professional Reference Page.....	25
Sample Reference Page.....	27

Section Three — Cover Letters **28**

What is a Cover Letter?.....	28
General Tips for Cover Letters.....	28
The Do's of a Cover Letter.....	29
Parts of a Cover Letter.....	29
Sample Cover Letter.....	31
Emailing Cover Letter.....	32

Section Four — The Job Application **33**

What is a Job Application and Why do Employers Use it?.....	33
How to Ask for a Job Application.....	33
Information You Will Need to Complete a Job Application.....	33
Tips for Completing a Paper Application.....	34

Online Application Process	35
Following Up After Submitting a Job Application	35
Employment Testing and Screening.....	36
Job Application Samples	38

Section Five — Interviews **44**

Do Your Research	44
What to Bring to an Interview	45
Professional Dress.....	45
The Do's and Don'ts of Interviewing	46
Virtual Interviewing Tips.....	48
Phone Interviewing Tips.....	48
STAR Approach	49
Traditional Interviews – Frequently Asked Questions.....	49
Behavioral Questions.....	52
Illegal Interview Questions	54
Questions You Could Ask.....	56
Follow-up and Thank You Email	57

Section Six — First Days on the Job **58**

How to Rock Your First Days of Work.....	58
Forms, Forms and More Forms.....	58
Employment Eligibility Verification Form (I-9)	60
IRS W-4 Form.....	63
Michigan W-4 Form.....	64
Work Permit Form (CA-6)	65
Work Permit Form (CA-7)	67
New Job Orientation	69

Section Seven — The Importance of 21st Century Skills **70**

What are 21st Century Skills?	70
Educational and Technical Skills.....	71
Employment Evaluations and Performance Reviews	72
Employment Evaluation Sample	73
Steps for Advancement	76

Section Eight — Leaving Your Job **77**

Employment Resignation	77
Sample Letter of Resignation	78
What if You are Terminated?.....	79
Exit Interviews.....	79

INTRODUCTION AND ACKNOWLEDGEMENTS

The Kalamazoo RESA Career & Technical Education (CTE) Employability Skills Manual was developed in close collaboration with several human resources and talent acquisition professionals from various business sectors across southwest Michigan. Their first-hand experience provides unique insight into the hiring process and a few tips “From the Experts” on how to succeed during the experience.

Kalamazoo RESA CTE would like to extend a very sincere thank you to the following individuals and employers for their critical contributions to the Employability Skills Manual:



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[CSM Group of Companies](#)



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[EG Workforce Solutions](#)

SECTION ONE — GETTING STARTED

Introduction

There are many ways to get a job. The Employability Skills Manual will help you become more familiar with the job-seeking process and give you some tips and insight on ways to improve your chances of being hired.

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

Information Gathering

Be sure to check out the Career Planning Checklist on page 12 to help you through this process.

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

Information you should have when you begin your job search includes:

- **Social Security Card** – You must have a social security number before you can start work.
- **Work Permit** – If you are under 18 years of age and are 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 page 65.)
- **Identification** – A list of acceptable identification methods is available on page 62.
- **High School Transcript** – Your high school transcript is helpful in completing applications and identifying specific classes and grades. It can also verify proof of graduation.
- **Schools Attended** – List all of the schools you have attended, including location and dates.
- **School Activities** – All extracurricular activities, groups or teams that you have participated in should be listed, as well as any related awards received.
- **Previous Employment** – Know the names, addresses and phone numbers of past employers, as well as your job titles, responsibilities, accomplishments and the dates you were employed. Include all part-time, summer and volunteer or community service experience.
- **Strengths** – What unique and special abilities do you have that could allow you to excel in certain roles? Can you follow directions accurately? Can you organize or lead others?
- **Potential Weaknesses** – Are there any reasons that your ability to succeed in a job could be limited? Are your career goals realistic and attainable?
- **Work Goals** – What would you like to be doing in five or 10 years? What type of job will help you reach these goals?
- **Professional References** – You will need permission from at least three people to use as references. (See more on page 25.)

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 that can tell me which career is right for me?”*

The answer to all of the above lies in knowing yourself and your interests. There is no magical test that will tell you what to do with the rest of your life. You can, however, use a combination of self-assessment tools that will help you make these important decisions.

The first step in the career planning process lies in self-assessment, which is the process of gathering information about yourself in order to make an informed decision. Values, interests, personality and skills should be considered during this personal evaluation.

Consider the following ideas when gathering information about yourself and potential careers:

- Talk with other students who have taken Education for Employment/Career & Technical Education (EFE/CTE) courses. Ask them what they are learning in their class, ask about specific careers and career pathways. Does it sound like something you might enjoy?
- Speak with your EFE/CTE instructors about why they chose their career path. Ask them how you might learn more about their career field.
- Check with your EFE/CTE teacher or counselor to find out what assessments are available at your school. Different schools have access to different assessments so they can help you to determine which tool would best suit you, including Holland Code, Gallup StrengthsFinder and Keirsey Temperment Sorter.
- Xello, a college and career planning software, prepares K-12 students for success through an engaging program that builds self-knowledge, personalized plans and critical life skills.
- Since you will be employed for most of your adult life, you owe it to yourself to explore all of your career interests. Don’t limit yourself to careers which may be traditionally viewed as “appropriate” for a specific gender or identity. Choose a career that fits you, your goals and desired lifestyle. From that point, it’s just a matter of getting the right education and training necessary to land the job you want.
- Most importantly, use your imagination! Don’t decide on a particular type of training or job until you have learned a lot about other careers that might also match your abilities and interests. The more time you take to explore your opportunities, the better chance you will find employment that will be a good fit for you.

Importance of Networking

Networking is an important part of being a successful professional. The phrase “it isn’t what you know, it’s who you know,” illustrates the professional power of networking. Through the process of developing professional relationships and contacts, building a network establishes a group of people who are ready to help each other succeed in the workforce. Staying in touch and regular communication with your professional network can benefit all parties involved. It’s important to help the members of your network, and likewise, they can help you in situations such as finding a job, getting a referral from a friend at a company to which you applied, getting career advice, gaining resources to learn a new skills, asking for feedback and so much more! Always remember that networking relationships are a two-way street, offer to help as much, or more, than you ask. Keep the members of your network connected by periodically checking in and offering help and resources whenever you can.

Who should you include in your professional network? Begin with your inner circle of close family and friends, they are your biggest group of supporters and, when asked, can be very helpful on the path to success. Next, consider the group of people you see every day, including classmates, neighbors, coworkers, supervisors, teachers, coaches, teammates, etc. These people may not be your closest associates, but they can be helpful connections. Additionally, connect with those you may know from professional group memberships such as clubs, athletics, volunteer organizations, places of worship, etc. Your network should also include the friends, relatives and acquaintances of those individuals you have identified.



Creating a LinkedIn Account in High School

LinkedIn is a professional networking social media platform that serves as an excellent resource for keeping in touch with individuals who could be valuable connections when you are searching for a job, applying for scholarships, learning about careers or conducting industry research. By professionally connecting classmates, teachers, employers, colleagues, mentors, family members and friends, LinkedIn helps you to showcase your talents, skills and accomplishments. Two powerful features available on LinkedIn include the ability for your connections to endorse your skills and write professional recommendations, which serves as an invaluable validation of your strengths, therefore giving you an edge over other candidates.

When creating a LinkedIn account, use the following LinkedIn Profile Checklist to ensure you include all elements of a great profile. Also remember that this profile is a part of your digital footprint - make sure you have proper grammar and keep your interactions strictly professional!



LinkedIn Profile Checklist

PHOTO: It doesn't have to be fancy - just use your cellphone camera in front of a plain background. Wear a nice shirt and don't forget to smile!

HEADLINE: Tell people what you're excited about now and the cool things you want to do in the future.

SUMMARY: Describe what motivates you, what you're skilled at, and what's next.

EXPERIENCE: List the jobs you held, even if they were part-time, along with what you accomplished at each. Even include photos and videos from your work.

HONORS & AWARDS: If you earned a prize in or out of school, don't be shy. Let the world know about it!

The screenshot shows a LinkedIn profile for Amy Gomez. The profile includes a profile picture, a headline 'Gadget Lover and Aspiring Engineer', and a location 'San Francisco Bay Area | Computer Software'. It lists previous work at Best Buy and education at Archbishop Mitty High School. The 'Background' section is expanded to show a 'Summary' where she describes her passion for tech and her goal to start a tech company. Under 'Experience', she lists a job as a 'Repair Technician' at Best Buy from June 2013 to August 2013, with a video thumbnail showing her working on an iPhone screen. Under 'Honors & Awards', she lists a 'California Scholarship Federation' award from Archbishop Mitty High School in May 2012, with a description of the scholarship's criteria.

Continued >>

PROJECTS: Whether you led a team assignment in school or built an app on your own, talk about what you did and how you did it.

COURSES: List the classes that show off the skills and interests you're most excited about.

SKILLS & EXPERTISE: Add at least 5 key skills - and then your connections can endorse you for the things you're best at.

ORGANIZATIONS: Have you joined any clubs at school or outside? Be sure to describe what you did with each organization.

VOLUNTEER EXPERIENCE & CAUSES: Even if you weren't paid for a job, be sure to list it. Admissions officers and employers often see volunteer experience as just as valuable as paid work.

EDUCATION: Starting with high school, list all the educational experiences you've had - including summer programs.

RECOMMENDATIONS: Ask managers, teachers, or classmates who've worked with you closely to write a recommendation. This gives extra credibility to your strengths and skills.

Projects

FIRST Robotics Competition

April 2013

Worked with my fellow Robotics Club members to build a functioning robot for the world's largest high school competition. By using artificial intelligence, our robot was able to cross a playing field on its own and score goals!

▶ 8 team members, including:



Amy Gomez
Gadget Lover and Aspiring Engineer



Ashley Reese
Robotics Club VP

Courses

Archbishop Mitty High School

- AP English Literature and Composition
- Statistics
- AP Physics C Electricity & Magnetism

Skills & Expertise

Most endorsed for...

12

Laptops



11

Customer Service



10

Troubleshooting



10

Computer Hardware



10

Windows 7



Organizations

Robotics Club

President

April 2012 – Present

Helped found and lead my school's first robotics club, including a trip to the Sacramento Regional for the FIRST Robotics Competition.

Volunteer Experience & Causes

Volunteer

Habitat for Humanity International

January 2013 | Disaster and Humanitarian Relief

Helped to build a new home for a refugee family from Somalia.



Education

Archbishop Mitty High School

2010 – 2014 (expected)

Recommendations

Received (1) ▼

Repair Technician

Best Buy



David Lee
Manager, Service Department

“ Amy was one of the best summer workers I've ever had. She came in and figured out how to fix just about anything, no matter how tricky. And she always made our customers feel good about their experience, even if they were nervous about using technology. Highly recommended!

October 30, 2013, David managed Amy at Best Buy

Managing Your Digital Footprint

Technology and social media platforms have added an additional resource for employers to research potential employees. Hiring managers can easily search for your digital footprint online to tell them more than you might like them to know. Also, be aware that with the help of facial recognition programs, fake accounts not under your legal name can be found.



So, what is a digital footprint? A digital footprint is the trail that you leave as you move through your digital environments, such as social media accounts. All of this data can be used to build a profile about 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 positively portrayed. Here are a few best practices for maintaining a strong and positive online presence:

- Do a thorough self-search so you are aware of all information that is currently available.
- Keep your personal details private. Use a nickname instead of your real name on social sites. Become familiar with the privacy settings on any social networks that you use.
- Protect your personal data and do not share username or password information.
- Think before you post. Once shared, information is nearly impossible to remove completely. Don't post information that you would not want everyone to know about you.
- Be respectful about other people's content when you share and tag.
- Keep it professional. Only share factual information and make sure it is appropriate in the event that your supervisor, mentor or coworker see it.
- Be aware of what other people are saying about you online. Adjust your account settings to make sure that you see notifications when people mention your name, tag you, like, comment or share on your feed. On many platforms, you can enable approval settings when other people tag you.
- Be accurate. Check spelling and grammar in your posts. Poor writing can be a big negative to someone checking up on you.
- 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 you post on social media.
- Be proud of your achievements. Include information about your hobbies, interests, volunteer and charity work, and awards. This is your personal brand, it shows others who you are and provides an honest and professional view of you.

Where to Look for a Job

Once you have your information organized, it's time to start searching for a job!

Here are some common sources of job information:

Online

The first place you should search for available job positions is online. Most companies and organizations post their jobs on [Indeed](#) and [Glassdoor](#). Also, be sure to check [LinkedIn](#) and individual company websites, usually under "careers" or "job openings."

Career Fairs and Hiring Expos

Great resources for generating job leads and a good introduction to networking, career fairs and hiring expos can also help job seekers get internships.

Word of Mouth

Ask around! Talk to family, friends, neighbors and coworkers about if they know of any businesses that are hiring. Ask for leads and let them know you are searching for a job. More opportunities are discovered through networking than any other method.

Pounding the Pavement

When going door-to-door to submit job applications, always be sure to dress professionally in the event that you may be interviewed on the spot.

“Help Wanted”

If you see a “Help Wanted” sign, do not go in right away. Take the time to prepare. Take your cover letter and resume, brush up on how to fill out a job application and practice your interviewing skills.

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 are then contacted based on their scores. Most post offices have application forms and information on civil service opportunities. The armed forces offer job training and career opportunities. Federal civil service jobs can be found online at usajobs.gov. State of Michigan civil service jobs can be found online at governmentjobs.com/careers/michigan.

Unions

Industrial and trade unions have exclusive hiring authority in some companies, typically through apprenticeship programs. The first step in becoming part of an apprenticeship program is completing an application, which can be obtained from the union. Most applicants will also take an aptitude test and must receive a certain score before being interviewed. After the interview process, the union selects which candidates will be invited as part of its program. Apprenticeship programs last three to five years, during which time you are paid for work and attending school for additional training in the field.

Listed below are some of the unions represented in Kalamazoo County that have apprenticeship programs:

- **Carpenters Union Local 525**
(616) 837-1200
hammer9.com/locals/carpenters-local-525
- **International Brotherhood of Electrical Workers (IBEW) Local 131**
(269) 382-1762
ibew131.com
- **Iron Workers Local 25**
(248-) 344-9494
ironworkerslocal340.com
- **Plumbers and Pipe Fitters Local 357**
(269) 679-2570
ualocal357.com
- **Sheet Metal Workers Local 7**
(269) 342-8842
sheetmetal7.org
- **Union Millwrights Local 1102**
(586) 756-3610
hammer9.com
- **United Auto Workers Local 1666**
(269) 349-7569
uaw.org

Don't see a union listed for your area of interest? Check out the Become an Apprentice website, at miroad2work.org/michigan-apprenticeship, for detailed information about each trade, including scope of work, requirements and length of program. Your EFE/CTE instructor could also help you with any questions.

Professional Trade Organizations

Industry-specific groups of professionals and corporations, Professional Trade Organizations are great places to network. Every career field has at least one professional organization. For example, the [Kalamazoo Human Resources Management Association \(KHRMA\)](http://kalamazoohumanresourcesmanagementassociation.org), a local chapter of the [Society for Human Resource Management \(SHRM\)](http://societyforhumanresourcemanagement.org), connects human resource professionals to increase collaboration, and serves as a platform for development to its members and community.

Public Employment Agencies

Michigan Works! provides services for job seekers of all ages, including job placement, access to the Michigan Talent Bank, as well as career assessment and coaching. Consider visiting your local service center; some employers bring applications for positions to Employer of the Day events that can only be obtained in that office.

■ Michigan Works! Southwest

1601 South Burdick St. Kalamazoo, 49001

(269) 383-2536

michiganworkssouthwest.org

Private Employment Agencies

When applying to an employment service agency or temporary staffing agency, you will be asked to complete an application, complete skills assessments and pass a drug test. Applying at a staffing agency is similar to a job interview: arrive dressed professionally and prepared to submit an application, including professional references. First impressions count.

It is important to determine whether any fees are associated with utilizing the services of a private employment agency. Depending on the situation, sometimes the employer will pay the fee. Be sure to research the agency. Determine with which types of industry and positions the agency is affiliated. For example, if you are seeking a role as an administrative assistant, it would not be worth your time to apply through an agency that only places temporary manufacturing labor positions.

Kalamazoo Area Employment Agencies:

- **Aerotek** – Contract, contract-to-hire and direct placement in various fields.
(269) 903-4440
aerotek.com
- **EG Workforce Solutions** – Permanent and temporary contract, light industrial, administrative, professional and technical placements.
(269) 388-2175
egnow.com
- **Manpower** – Permanent, temporary and temporary-to-permanent staffing.
(269) 382-5954
manpower.com
- **MiTalent**
mitalent.org
- **OnStaff USA** – Clerical, light industrial, technical and professional placements.
(269) 385-6292
onstaffusa.com
- **People Ready** – Temporary and permanent employment in a variety of fields.
(269) 276-0111
peopleready.com
- **Robert Half** – Specializes in accounting and finance, technology, administrative, legal, or creative and marketing recruitment.
(888) 226-0755
roberthalf.com
- **Snelling Personnel Services** – Full-service staffing.
(269) 342-2715
snelling.com
- **Trillium Staffing Solutions** – Temporary, contract and permanent staffing.
(866) 246-0185
trilliumstaffing.com
- **WSI** – Temporary, contract, project-based and onsite staffing in various fields.
(269) 488-5100
wsitalent.com

Don't Forget to Follow-up

Remember, to be successful in your job search, not only do you need to develop as many job leads as possible, but you also need to follow-up on each lead. After submitting your cover letter and resume, call potential employers to confirm that your material was received and ask about the timeframe for interviews. Consider keeping a log of leads to identify the status of each and the dates you followed-up.

Additionally, prepare a professional job search package, including a resume and cover letter tailored to each specific job. These documents are discussed in the next two sections of this manual.

Step One: Information Gathering

- Applied for and received a social security card. Required to start a job.
- Know where to obtain a work permit. If you are under 18 years of age and not a high school graduate, you must submit a work permit. Pick up a work permit at your high school after receiving an offer of employment.
- Have a current driver's license and birth certificate. Required to start a job.
- Have a copy of your high school transcript – a helpful tool in completing applications, recognizing specific classes and grades, and serves as proof of graduation.
- Identified all schools you have attended, including location and dates attended.
- Organized a list of all extracurricular activities in which you have participated. Include clubs, groups and teams both in school and outside of school. Highlight any awards you have received.
- Know the names, addresses and phone numbers of previous employers, as well as dates of employment. Identify job titles, duties and responsibilities, and accomplishments for all part-time, summer and volunteer or community service work.
- Analyzed all personal strengths, special skills, abilities, qualifications and certifications that you have which will allow you to excel in certain types of work.
- Aware of any potential weaknesses and prepared to illustrate how you are strengthening them.

Step Two: Assess Your Skills and Interests

- Identified all of your strengths, skills, interests and values. (More information on page 70.)
- Created a list of possible job titles and fields of interest.

Step Three: Prepare for Your Job Search

- Determined the geographic location where you would like to work.
- Organized a list of all employers you would like to contact within that area.
- Created a resume and cover letter, reviewed by at least three people. (More information on page 13.)
- Contacted at least 3-5 people to use as professional references. (More information on page 25.)
- Prepared a portfolio of work samples that highlight your skills and experience.
- Practiced interview responses or conducted a mock interview. (More information on page 44.)
- Identified professional interview attire that corresponds to the field in which you plan to work.
- Set-up a professional voicemail message on your cell phone.
- Created a professional, non-school-related email address and are prepared to check it regularly.
- Ensured that past, present and future information posted online through social media platforms is professional and would be appropriate if it were to be seen by an employer.

Step Four: Start Searching

- Created a system for tracking contacts and positions for which you have applied.
- Prepared to follow-up on job leads within a week, and a second follow-up within two weeks if needed.
- Ready to keep networking contacts up to date.
- Planning to follow-up with letters or emails to each person who interviews you.

SECTION TWO — RESUMES

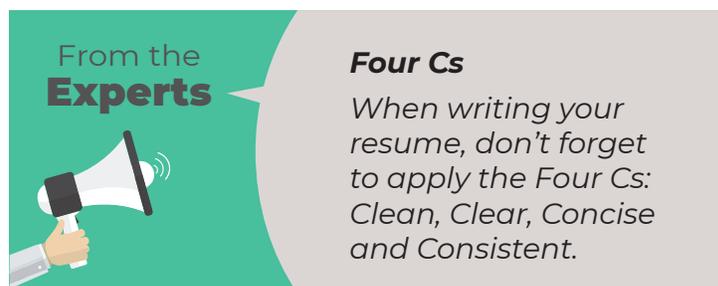
Creating an Effective Resume

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, strategically using keywords and action verbs that highlights your accomplishments, work and volunteer experience, skills, education and career training.
- A document that highlights your technical and professional skills, 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 tool



“ The average time spent by a recruiter looking at a resume is six seconds!”
-Time Magazine

Common Resume Myths

Listed below are some common resume myths:

- × **Myth:** A good resume will get you a job.
✓ **Fact:** A good resume may get you an interview.
- × **Myth:** Write one resume for all positions.
✓ **Fact:** Target your resume for each job by matching your skills and experience to the job description.
- × **Myth:** Always include an objective.
✓ **Fact:** Objectives are outdated and focus on what you want, not what the employer wants.
- × **Myth:** Little lies are okay.
✓ **Fact:** Only factual information should be included on your resume. Lies can get you fired.
- × **Myth:** Templates are great tools to use when creating your resume.
✓ **Fact:** When you use a template, your resume will look the same as everyone else's. You will not stand out from other applicants.
- × **Myth:** It is okay to use personal pronouns such as “I,” “me” or “my.”
✓ **Fact:** Leave these off your resume. Instead, begin your bullet points with action verbs.
- × **Myth:** Having a typo, a misspelling or a grammatical error on your resume is not a big deal.
✓ **Fact:** Spelling and grammatical errors show a lack of attention to detail.

- × **Myth:** “Achievements and Skills” should be highlighted in separate sections
- ✓ **Fact:** Showcase your achievements by bulleting them in your experience.
- × **Myth:** Include all of your professional skills. (i.e. communication, teamwork, etc.)
- ✓ **Fact:** Include only the soft skills most relevant to the job and support with evidence.
- × **Myth:** Never use color.
- ✓ **Fact:** When used appropriately to demonstrate skills for specific positions i.e. marketing, graphic design, communications, etc., color can enhance your resume.
- × **Myth:** Spacing on your resume is not very important.
- ✓ **Fact:** Inconsistent formatting can compromise the overall look of your resume.
- × **Myth:** Paragraphs are acceptable.
- ✓ **Fact:** Use short, concise, bulleted writing.
- × **Myth:** Include “References Available Upon Request” and/or list your references on your resume.
- ✓ **Fact:** Create a separate page for references. More information on page 25.

Types of Resumes

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

Chronological

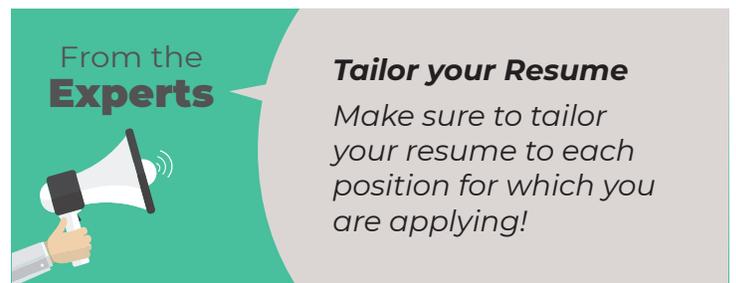
- Lists experiences in reverse chronological order, with most recent experiences listed first.
- Preferred by most employers because it provides a quick snapshot of your work history.
- According to an [Accountemps](#) survey, 75% of hiring managers prefer a chronological resume.
 - ▶ Use this format if you have a good work history and experience that is aligned to the job for which you are applying.

Skills-Based

- Focuses on skills and experience rather than chronological work history.
- Easier to tailor your resume to the requirements of the position.
- Emphasizes experiences and accomplishments.

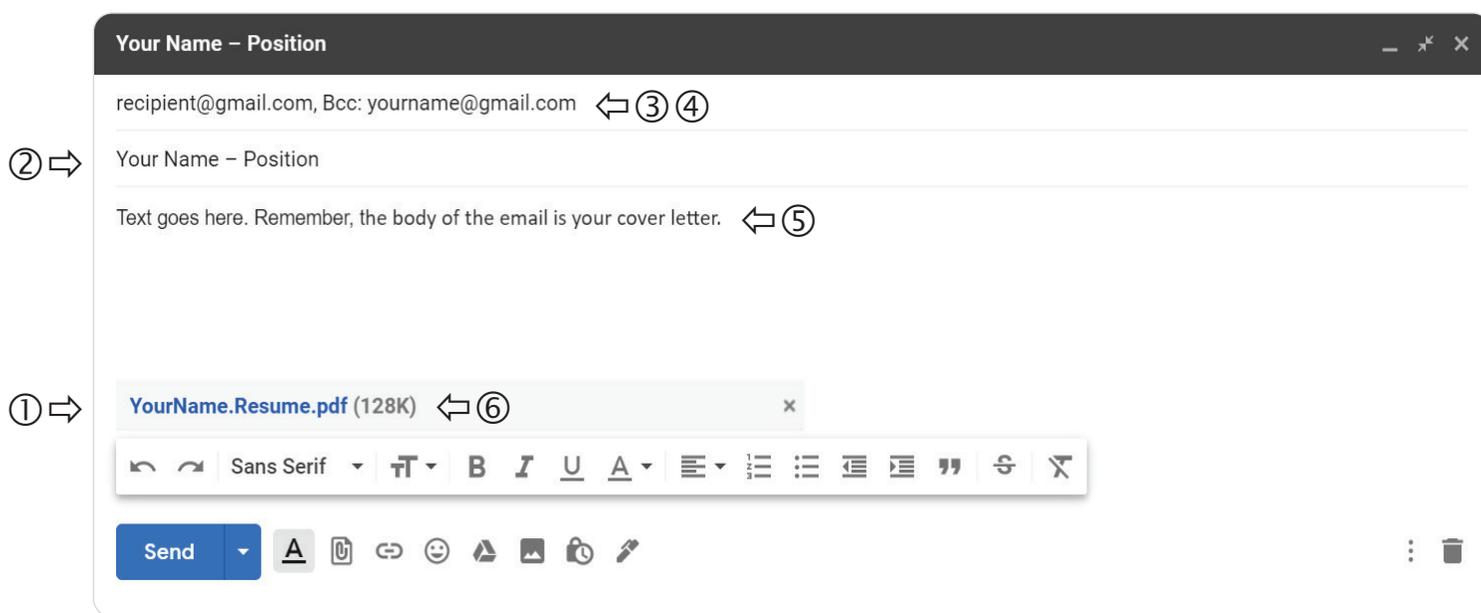
General Tips for All Resumes

1. Always describe your experiences and skills honestly and accurately.
2. Don't overcrowd your resume. Make it easy to read and find important information. A resume should be properly balanced, aligned from top to bottom, as well as left to right.
3. Use action verbs to describe experiences, skills, accomplishments and duties. More information on page 16.
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 possible with model numbers and versions of software.
6. Don't list class rank or GPA unless it is something of which you are very proud. As a general rule, include GPA only if it is 3.0 or above.
7. Do not disclose demographic information such as age, gender, ethnicity, past or current salary expectations in your resume or cover letter.
8. Make sure you have proper use of past or present tense, for example present tense for current jobs and past tense for previous jobs.
9. Ask someone to proofread your resume. Make it perfect. Check for any spelling, grammatical and punctuation errors. Your resume is a representation of you – make it professional.
10. Use a font that is easy to read when printed, such as Arial, Garamond or Calibri, size 11- or 12-point font.
11. Spell out all words completely and avoid abbreviations. Explain acronyms such as BMA or HOSA upon first reference.

Tips for Email Submission of Resume



1. Use your full name as part of the file name when you save your resume – this will make your resume attachment easily identifiable to the employer.
2. The subject line of the email message should include your name and the position for which you are applying.
3. Send yourself a blind carbon copy (BCC) of the email so that you have a record of the submission.
4. Use a dedicated professional email address for your job search. Be sure that the email address you are using for submission matches the email listed on your resume. Make sure you check your email every day. Don't forget to check "junk" or "spam" folders.
5. Never submit your resume without explanation. The body of the email is your cover letter. (More information on page 28.)
6. Always attach the resume instead of pasting it into the body of the email. The only exception is if the employer does not accept attachments.

Action Words Related to Specific Skills

Rather than listing your skills, such as leadership, communication, etc., use action verbs to create vivid language that captures what you have accomplished. Use similar language to the words below to make your resume descriptive and informative.

General Resume Words

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

Leadership, Management and Supervision Skills

Example: *“Trained up to five 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 and Sales Skills

Example: *“Consistently met daily sales goals by effectively communicating daily promotions to customers.”*

Communicated	Demonstrated	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 Skills

Example: *“Presented new ideas for high school Homecoming floats to 100+ freshman students.”*

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

Initiative and Creativity Skills

Example: *“Created a new webpage which generated 300 hits per day.”*

Created	Devised	Enhanced	Initiated	Invented
Innovated	Originated	Refined		

Research Skills

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 Skills

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 and Helping Skills

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 and Quantitative Skills

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

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

Getting Results and Working Hard

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			

Organizational Skills

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 listed on your resume, bulleted accomplishment statements should describe what you did in each position and the results of your actions. Demonstrate your skills.

Action Word + Example + Result = Bullet Point Formula

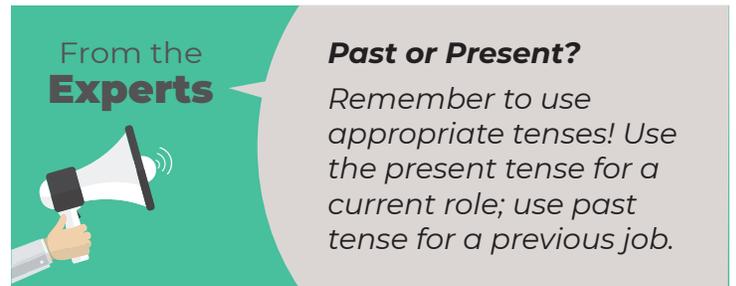
Action Word: Always begin your bullet points with an action word to illustrate different skills. (Action Word Examples on page 16)

Example: Be descriptive and specific about what you did. How did you do this skill? If possible, always quantify (i.e. 30 students; ten-page report; eight tables; more than a year, etc.).

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

Resume Bullet Point Examples:

- *“Tutored first-grade students in reading to improve all students reading scores by 70% on DIBELS test.”*
- *“Served at least nine tables of customers to ensure efficient food service.”*
- *“Led practices for more than 30 teammates to prepare for the State competition.”*
- *“Read up to three blueprints per shift to accurately measure part tolerances.”*



Sample Resume Heading

The following types of letterhead examples could be used on all documents for the job search process, including cover letters, resumes, professional references, thank you letters, etc. The first sample heading below will be used throughout this manual. When creating a header, remember that professionalism is always the goal. Avoid using decorative fonts or graphics. Make sure your name stands out more visually than your address.

Create one file that only contains your header, which can be copied and utilized, as necessary. Simply open a copy of the file and use it as a template for your other professional documents. Remember to always “Save As” when creating new documents to keep your original header file unchanged.

YOUR NAME

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

YOUR NAME

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

YOUR NAME

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

YOUR NAME

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

Sections of a Resume

The most commonly included sections on a resume are as follows:

1. Heading

- a. Your full legal name should stand out slightly more than the rest of your contact information. Use a larger font, bold or lines to emphasize your name.
- b. The header should include your name, complete mailing address with zip code, email address and phone number with area code - use the phone number where you can most easily be reached. If this is a cell phone, make sure that voicemail is set up, able to accept new messages and sounds professional.
- c. Make sure that your email address is appropriate and is a positive and professional representation of you. Your professional email address should include first and last name. Do not include slang, nicknames, birthdate or other unprofessional language.
Example: jsmith@gmail.com

2. Professional Summary: Strengths and Summary of Skills (Optional)

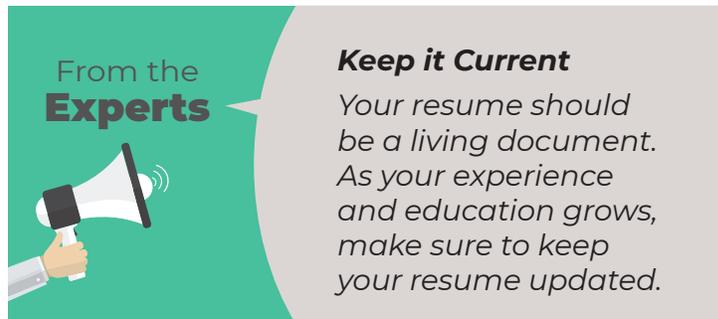
- a. First section on a resume.
- b. Replaces the outdated objective section. A personal statement that authentically describes your passions and strengths in a way that matches the job for which you are applying. Think of this as a personal mission statement.
- c. Spotlight the skills that you have to contribute to the position and organization.
- d. Utilize keywords to help increase the number of hits if the potential employer uses an electronic process to match applicants with specific job requirements.
- e. Include professional social media handles, such as LinkedIn and URLs to personal websites, blogs and portfolios.

3. Education

- a. List your recent education first.
- b. Include your school's name, city and state, expected date of graduation or completion, as well as any specific programs of study or specialized training.
- c. Identify classes you have successfully completed that are relevant to the job for which you are applying. Use official course titles, not abbreviations or acronyms.

4. Work Experience

- a. List most recent work experience first.
- b. Include your job title, the name, city and state of your previous employer, as well as the month and year of employment. If you are currently working at an organization list “Present” as the end date.
- c. Describe your responsibilities in short statements using action words. Make sure to vary wording, so responsibilities are not redundant. Do not use the “I” pronoun when describing your responsibilities. Use strong statements that make your skills stand out. Try to quantify whenever possible. (See examples on page 18.)
- d. Emphasize at least three responsibilities for each position listed on your resume.
- e. Personal or company accomplishments while you were employed may be listed. Example: Exceeded store sales goals.
- f. Types of “Work Experience” if You Haven’t Had a Job:
 - Babysitting
 - Taking Care of Pets
 - Mowing Lawns
 - Cleaning the House
 - Cooking and Preparing Meals



5. Volunteer Experience and Community Service

- a. List most recent volunteer experience first.
- b. Include the type of volunteer experience, name of organization, city and state, as well as time period or number of hours volunteered.
- c. Identify your responsibilities and the experience you gained.

6. Activities and Awards

- a. List skills that you have acquired through coursework or work experience. Be specific. Example: Proficient in Microsoft Word 2016. (See resume samples on page 21.)
- b. Identify clubs and organizations to which you belong.
- c. List special awards and certificates you have earned.
- d. Include athletic experience. List your years of experience and any special awards or leadership roles.



Resume of a Student with Work Experience

Sections of a Sample Resume

YOUR NAME



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



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.



EDUCATION

Anytown High School – Expected graduation 2022

Anytown, MI

Relevant Courses: Auto Technology and Computerized Manufacturing

Maintained B average

ACTIVITIES

Track (2020–present)

Cross Country (2019–present)

- Selected for All-Conference Team (2020)



WORK EXPERIENCE

Assistant Mechanic

January 2020–present

Uptown Garage, Anytown, MI

- 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

Crew Member

Summer 2019

Simmons Detasseling, Anytown, MI

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



VOLUNTEER EXPERIENCE

- Led a team of four students in the Breadlift fundraising event benefiting the March of Dimes (2019–2021)



HOBBIES AND AWARDS

- Stock car racing
- Automobile customizing
- Rebuilding cars to original condition
- Awarded Southwest Michigan Hot Rod of the Year–2021

CERTIFICATIONS

- ASE Engine Repair (2020–2023)
- ASE Repair (2020–2023)

Resume of a Student with Work Experience

YOUR NAME

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

TECHNICAL SKILLS

Experience with CAD and Autodesk. Familiar with 3D printers. Utilized 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

Anytown High School, Anytown, MI 49000

- Expected date of graduation: June 2021
- Planning to study CNC machining after high school

WORK EXPERIENCE

Part-time Work-Based Learning, Innovative Products Inc., Anytown, MI 49009

August 2020 to present

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

Maintenance, Anytown Paints, Anytown, MI 49000

August 2019 to September 2020

- 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 (2020)

Principles of Engineering (2019)

Computerized Manufacturing (2019-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, Anytown, MI 49009

August 2018 to present

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

Resume of a Student without Work Experience

YOUR NAME

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

EDUCATION

Anytown Central High School, Anytown, MI

GPA: 3.08

Expected Date of Graduation: May 2022

Honors: Honor Roll, Business Student of the Month

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

VOLUNTEER EXPERIENCE

Anytown Gospel Mission, Anytown, MI

May 2020–present

- 100+ hours
- Prepare and serve meals to 50 homeless individuals
- Maintain organization of supply closet and distributed resources as needed

Boys and Girls Club of Kalamazoo, Anytown, MI

December 2019–present

- 40+ hours
- Prepare and assist with various holiday events throughout the year

American Red Cross, Anytown, MI

January 2018–December 2019

- 20+ hours
- Assisted with four blood drives in the Kalamazoo County area

ACTIVITIES

DECA Member, 2021–present

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

Business Professionals of America (BPA) Member, 2020–2021

National Honor Society Member, 2020–present

Anytown Varsity Soccer, 2018–present

- Most Spirited Player, 2019
- Varsity Soccer Captain, 2020

SKILLS

- Proficient in Microsoft Office
- Fluent in Spanish

Resume of a Student without Work Experience

YOUR NAME

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

EDUCATION

Anytown High School, Anytown, MI

Graduating: June 2023

GPA: 3.5

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

SPECIAL SKILLS

- Perfect Attendance Award (2021 School Year)
- Participated in varsity football and baseball athletics, while maintaining a 3.05 GPA

CUSTOMER SERVICE

Central Hospital Patient Volunteer

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

ORGANIZATIONAL 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 its run at the 2021 state championship
- Consistently met publishing deadlines

COMMUNICATION SKILLS

- Runner-up in the Norman Mailer Creative Writing Competition
- English Department Student of the Month (May 2021)

TECHNICAL SKILLS

- Spanish: Conversational
- Proficient in Adobe PhotoShop, Illustrator and DreamWeaver software
- Basic photojournalism ability

Professional Reference Page

A professional reference page shows that other people can attest to what you have said in an interview.

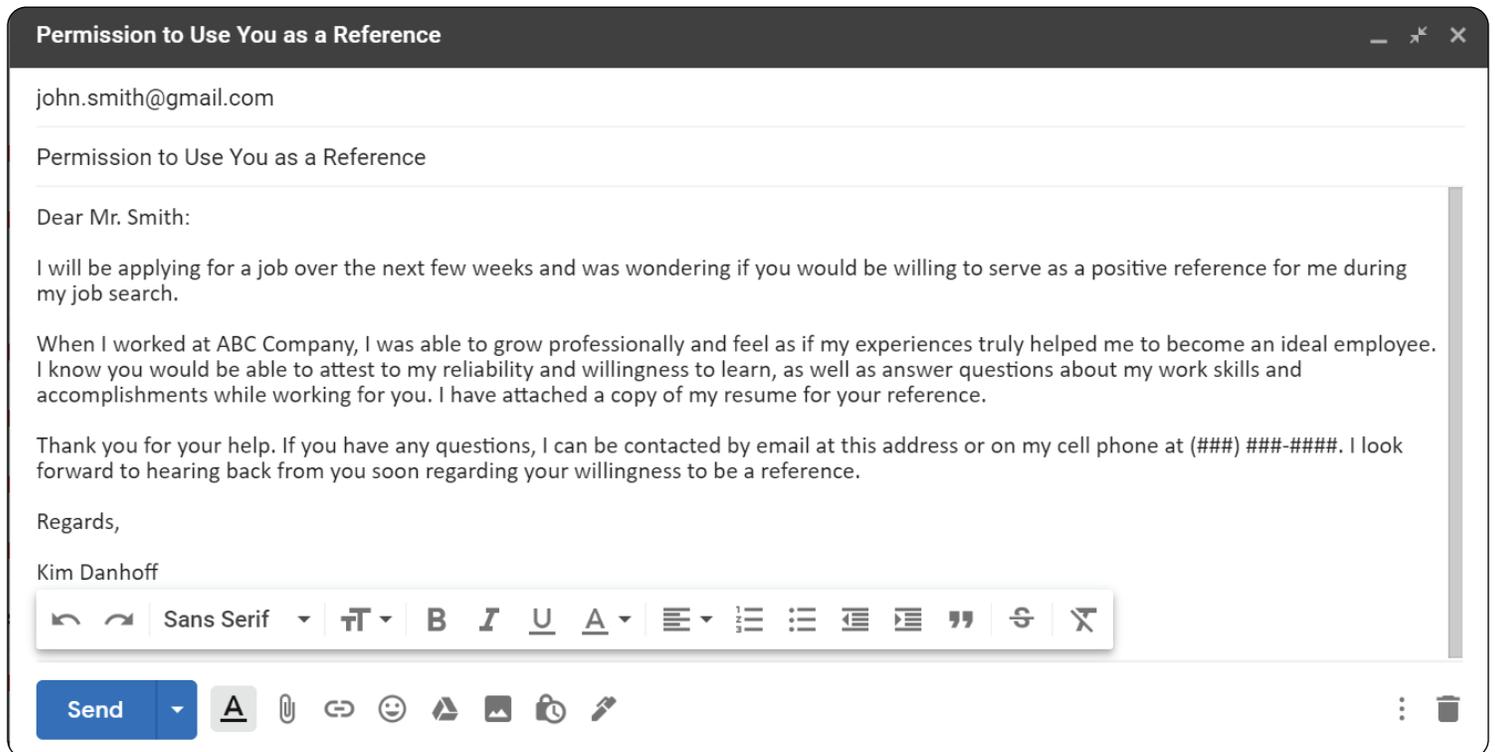
Who Should Serve as a Reference?

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

Preparing a Professional Reference Page

- Identify three to five professional references.
- Always ask permission **BEFORE** using someone as a reference.
- When asking to use someone as a reference, contact via phone, email or in-person. Try asking, “Would you be willing to serve as a positive employment reference for me?”
- Send a thank you note after they accept and provide them with your resume and some idea of your employment goals. Keep your references informed of key accomplishments and updated on the outcome of your job search.
 - ▶ Ensure all contact information is accurate, including: full name, organization or company name, position, relationship to you (supervisor, counselor, coach, etc.), full company address, email and phone number with area code.
- A professional reference page should always be on a separate document and not listed on your resume. Be sure to use the same heading, fonts and formatting as your resume for consistency. (See the next page for a reference page example.)
- Bring enough copies of your reference page to the interview and offer them near the end. Some employers may ask for them before an interview, in which case you would not offer them again.

Sample Email Requesting a Reference



YOUR NAME

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

REFERENCES

Ms. Joyce Alexander, Teacher

Anytown High School
6001 Fourth Street
Anytown, MI 49930
(269) 838-2938
joyce.alexander@anytownhs.com

Mr. Kevin Garret, Manager

Name of Business
17250 Baxter Street
Anytown, MI 49930
(269) 389-1343
kgarrett@gmail.com

Ms. Ann Jones, Coach

Anytown High School
6001 Fourth Street
Anytown, MI 49330
(269) 555-1515
ann.jones@anytownhs.com

SECTION THREE — COVER LETTERS

What is a Cover Letter?

Your first impression with a prospective employer, a cover letter is an opportunity to stand out or distinguish yourself from other applicants. A cover letter can be shared in a few different ways: as a document separate from your resume in the body of an email with a resume attached or uploaded to an application tracking system.

An introduction to your resume, cover letters are an important document used by employers to sort out who 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.

When requested, a cover letter can have several purposes:

- Express to the employer the position you are seeking
- Explain how you are qualified for the position
- Highlight the aspects of your experience that would be most useful to the employer
- Expand upon the information in your resume
- Illustrate your personality



General Tips for Cover Letters

1. Write your own cover letter. There are many samples available to use as guides for ideas, but the final product should be your own work.
2. If an organization's online application tracking system does not allow for cover letter attachments, send a follow-up email after submitting your resume. Find the name and contact information of the human resources representative by searching on the company website or through professional social media platforms such as [LinkedIn](#).
3. Use the same header, font and formatting that you used in your resume.
4. Address the letter to a specific person, not "Whom It May Concern." If a contact is not listed in the job description, search the company website or call to find out the name of the hiring manager. You may also call the organization and ask who to send your cover letter to. Only as a last resort, use "Dear Hiring Manager."
5. Avoid spelling and grammatical errors. Triple check for common errors such as misspelled words, incorrect punctuation and not capitalizing proper nouns (names of businesses, schools, classes, etc.) Always ask for at least two other people to proofread your cover letter before sending it.
6. If you have a personal connection within the organization, mention it; this may help you stand out from the rest of the applicants.
7. Target each version of your cover letter to a specific position, strategically align your skills and qualifications to the position. Intentionally use key words and phrases from the job posting. Use detailed examples to support your claims. For example, if you claim that you are organized, give an example of how you have used that skill.
8. Save a copy of your cover letter for future use and follow-up purposes.

The Do's of a Cover Letter

- Compose a well-written, formatted letter.
- Research the company and specific job to which you are applying. Explore the company's website, its executives' professional social media profiles and recent news.
- Emphasize what you can bring to the company. Share an accomplishment, skill or experience that shows you can address the challenges the employer may face.
- Convey enthusiasm for the position, which will make your letter stand out from other interested candidates.
- Write professionally and with a tone that matches the type of employer and industry.
- Keep it brief. Someone should be able to read it at a glance.
- Limit the use of "I" and "my" in your cover letter.



Parts of a Cover Letter

1. Heading:

Include personal contact information such as your name, address, phone number and email address. Optional information includes LinkedIn profile, online portfolio and website links. Then, press enter and write the date. Next, write the employer's contact information, including their name, title, company name and address.

2. Greeting:

Address your cover letter to a specific person.

3. Beginning Paragraph:

Introduce yourself and express interest in a specific position. Include who you are, the specific job title, how you heard about the position 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. In a brief, one-sentence summary, explain why you are a good fit about what makes you qualified - you will elaborate details in the next paragraphs.

4. Middle Section:

Describe one to three of experiences or projects that show your specific job 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 and experiences that are not on your resume. Break up paragraphs into smaller sections if they are too long - smaller paragraphs are easier to read.

5. 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, dates and times to reach you.

6. Closing Signature:

Use a professional closing signature such as "Best Regards" or "Sincerely" and then type your full name.

Parts of a Cover Letter

YOUR NAME

① ⇨

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

November 19, 2020

start at the 2-inch mark

leave 3 blank lines

Mr. John Employer, Human Resources Manager
Anytown Design Company
1234 First Street
Anytown, 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

Two years of experience in drafting classes using AutoCAD 2016

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

Two 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.

Through my two years of drafting classes, my knowledge and confidence with AutoCAD have 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.

⑤ ⇨

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

leave 1 blank line

⑥ ⇨

Sincerely,

leave 3 blank lines, don't forget to sign the letter.

Your Name

YOUR NAME

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

Mr. Allan Moyle
Moyle Retail Solutions
305 S Main St
Anytown, 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 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.

Regards,

leave 1 blank line

leave 3 blank lines, don't forget to sign the letter.

Your Name

Emailing Cover Letter

Daycare Assistant Position

peter.jones@123company.com, Bcc: yourname@gmail.com

Daycare Assistant Position

Mr. Peter Jones
Assistant Manager
Happy Time Daycare
744 Anystreet
Anytown, MI 49000

Dear Mr. Jones:

I am writing to you to apply for the Daycare Assistant position that was advertised in our local newspaper, The Anytown 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. 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.

Thank you in advance for your consideration. You may contact me by phone at (269) 454-3234 or by email at yourname@gmail.com. I look forward to speaking with you to discuss my experience and how I can be a good addition to Happy Time Daycare. I am available to talk after 3:00 p.m. Monday - Friday by phone and via text message.

Sincerely,

Your Name

October 1, 2020
123 Street
City, MI 49001
(269) 454-3234

YourName.Resume.pdf (128K)



Send       

SECTION FOUR — THE JOB APPLICATION

What is a Job Application and Why do Employers Use it?

Most employers will ask interested applicants to complete a job application, which is either a paper format or online. A legal document that asks for factual information, the job application allows employers to collect information and the applicant's signature verifying that everything on the application is true. The application may also give the employer permission for reference, background, criminal history and financial history checks. Most applications also ask the applicant whether they can contact current or former employers. Lying on an application is grounds for termination and rescinding of an offer.

How to Ask for a Job Application

Make sure you dress neatly and look polished. Plan to dress a step above what you would expect to wear for the actual position you are seeking. Think about what you are going to say and practice ahead of time. Ask for the person who is in charge of hiring or the manager. You could say, "Hi, I'm John Smith, 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 to direct you to their website. Some large retailers have hiring kiosks within their stores.

Be sure to have all of the information with you that you will need to complete the application. Bring a writing utensil. Make sure you go alone and do not go during the busiest hours of the day for that company. For example, you would not go during lunchtime at Subway.

Information You Will Need to Complete a Job Application

Personal Information:

Name, complete address (house number, street name, city, state and zip code), email address, home and cell phone numbers.

Education and Qualifications:

Schools attended including complete addresses (high schools, colleges and trade schools), certifications, skills and qualifications tailored directly to the position.

Employment History:

Name of employer, address, phone, email address, supervisor's full name, job title and your responsibilities, dates of employment (month and year), starting salary and ending salary, reason for leaving.

References:

Three to five professional references who the company may contact. Include first and last name, job title, relationship to you, company, address, phone number, email address, how long they've known you.

Position Applied for and Availability:

List the position(s) you are interested in applying for at the company, days and hours you are available, as well as the date you are available to begin working.

Tips for Completing a Paper Application

1. Follow all directions on the job application. Look the application over carefully before you begin working on it. Show the employer that you can follow directions without making mistakes.
2. Be as specific as possible with all answers, and always be honest.
3. Fill out the application yourself. Employers want to know how well you read and write. Print 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. Do not blot it out.
6. Have all 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, which will show good planning on your part. If you have created a portfolio in your EFE/CTE course, take it with you.
7. Put something in every blank. The employer needs to know that you did read it, but it just didn't apply to you. Simply put, "N/A" which means "not applicable," 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 the start and end dates (month and year) for all of your jobs. Employers are looking for a complete work history, including gaps in employment. Be specific about 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 could:
 - Oversell yourself and the employer might think you are too expensive.
 - Undersell yourself and ask for less than the employer was willing to pay for that position.Do research for your job and understand the market, as well as expectations. The best answers are: "flexible," "negotiable," "open," or a range such as "\$10-\$11 per hour." This type of answer implies that you are comfortable talking about it later. Salary ranges in your area can be found at Glassdoor.com.
10. SPELL CORRECTLY. If you don't know how to spell a word, pick another word with the same meaning.
11. Some job applications ask a question like, "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 positive image. If you haven't had much work experience, refer to a good work attitude, reliability, accuracy, etc.
 - Pick whatever makes you look best, but always be honest. Do not give false information. Employers check most of the information given on a job application. Using false information on a job application is the quickest way to get your application ignored and can be grounds for termination or rescinding of the offer.
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 agreeing to when you do.
13. After completing the application, don't forget to check your phone messages and email. Make sure the voicemail on your phone is personalized and professional. Be sure that your voicemail box is not full.

Now it's your turn! There are two sample job applications included on page 38. Complete at least one of the samples with your information and KEEP IT!

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

Online Application Process

Many organizations have transitioned to online applications systems, some of which require you to use an on-site computer. Plan to register a username and password to access the application if this is your first time applying through the system. Be sure to save this information in case you need to login later to revise something, check the status of your application or apply for a different position. You may also need to complete additional follow-up tasks after submitting your application, including personality and skills assessments or other tasks. Be sure to regularly check the email attached to the application.

Typically, applications submitted online are sent directly to the employer's applicant database. A hiring manager who needs to fill a position will enter key words to search the database and find the applications of 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 it altogether. Plan to have your resume created, so you are prepared to upload it.

Following Up After Submitting a Job Application

An often overlooked critical step, a follow-up is an easy way to set yourself apart and show your enthusiasm for the organization and position. If someone said they would follow-up with you, adhere to their timeline. Follow-up a week after submitting the application using one of the following methods:

Email

- The email should be quick and concise.
- Explain to the employer that you are checking to see if they received your application and reinforce a couple of awesome things about yourself that are aligned with the position.
- Review the email before you send it. If there are spelling or grammatical errors, the follow-up could have adverse effects.

Phone

- Practice what you will say before you call.
- Reach out during non-peak hours.
- Smile while you talk; it makes your voice sound more pleasant.
- Say something like, "Hello, my name is Darrin Jones, and I'm calling to inquire about the status of my application that I submitted online last Wednesday. I applied for a cashiering position."

Employment Testing and Screening

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

The most common employment tests measure personality, skills and aptitude.

Personality Tests

A personality assessment is an attempt to identify an applicant's personality characteristics. Such tests vary anywhere from a quick written exam to an extensive psychological evaluation. Personality employment tests have no right or wrong answers; they merely provide the employer with an inventory of the applicant's interests and personality traits. Employers use such assessments to compare an applicant's score with the job requirements to align an appropriate match and to build strong workplace teams. Some common personality tests include 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 form of skills test. The applicant must demonstrate the skills needed for the position. Examples of skills tests include, basic math, operating equipment and machinery, inputting data, designing an ad layout, writing a letter, blueprint reading, etc.

Aptitude Tests

Employers want to ensure that an applicant has the ability to perform the job before they train the person. An aptitude test is generally written or oral, and they're designed to determine reasoning, mathematical, writing or verbal skills. While similar to a skills test, an aptitude test determines whether an applicant is capable of doing a job once trained. A skills test determines whether an applicant can do the job at the time of hire.

How can you prepare?

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

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

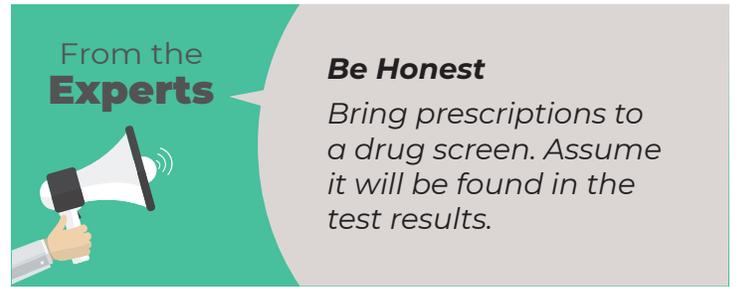
It's the Law

All employment tests must meet the following criteria:

1. The test must clearly relate to job performance. Companies cannot 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 position. 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 or with unauthorized employees.
4. Applicants can always refuse a test; however, if that is their decision, they probably should withdraw their application as well.

Drug Screens

Pre-employment drug screening is quite common and hiring can be contingent upon passing such a drug screen. Employers use drug screens because drug use can impact job performance and ultimately risk the lives of other people. Therefore, employers use a drug screen to ensure productivity and safety. The most common method is urine sampling. A positive result indicates recent drug use.



MRTMA

Michigan voters legalized (with restrictions) the over 21-year-old adult recreational use of marijuana at an individual's residence in the Michigan Regulation and Taxation of Marijuana Act (MRTMA). However, under the federal Controlled Substances Act (CSA) 1970, marijuana is classified as a Schedule I substance. In addition, the MRTMA does not restrict an employer's right to maintain and enforce a zero-tolerance drug and alcohol policy. Employers can continue to legally require drug tests for marijuana as a precondition for employment. As a result, even if an employee legally consumes marijuana at home, they may be at risk for termination as an employee or not hired in the first place.

Background Checks

A background check can help an employer gather more information about a candidate in order to make an informed hiring decision. Businesses must obtain a candidate's written consent before performing such 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 institutions require a background investigation. The most common types of background checks include an employment history verification, criminal background and credit history.

During an employment verification, employers are only allowed to confirm whether or not someone worked for them, unless they are listed as a reference.

Employment Verification

An important part of the screening process is verifying and contacting former employers to validate your dates of employment.

Online Job Application Sample

Kalamazoo County Area Schools Employment Consortium - Employment Application - Google Chrome
applitrack.com/kalamazoo/onlineapp/_application.aspx?r=0.4787256

Kalamazoo County Area Schools Employment Consortium - Employment Application

Home Employment Application [Log Off](#)

Navigation:

- 1. Personal Info**
- 2. Postal Address
- 3. Current District
- 4. Vacancy Desired
- 5. Position Desired
- 6. Supplemental Materials [Certified]
- 7. Supplemental Materials [Certified]
- 8. Experience
- 9. Education
- 10. Education (cont.)
- 11. Certifications
- 12. Statement [Non-Certified]
- 13. Statement [Student Services]
- 14. Language Skills
- 15. References
- 16. Supplemental Materials [Non-Certified]
- 17. Referral Source
- 18. Additional Information
- 19. Disclosures
- 20. Legal Information
- 21. EEO Form
- 22. Confirmation

Fields preceded by a red asterisk (*) are required.

Please enter all required information.

Name:
(Title) * (First) (Middle Initial) * (Last) (Suffix)

Other name under which transcripts, certificates, and former applications may be listed:

Other:
(Title) (First) (Middle Initial) (Last) (Suffix)

The following information is needed for you to continue your application at a later date.

- Your email address will be used to communicate with you. (be sure to use your full Internet email address)
- Your password prevents others from viewing your application. Choose any password you would like. By assigning your application a password you will be able to stop and continue the application process at any step. You can return to complete an application up to 25 days later by clicking 'Continue/modify my application for employment' and then entering your email address and password.
- If you do not have an email address, click here to sign up for a free account with [yahoo mail](#).

* **Email Address:** ✔ Available

* **Confirm Email:**

* **Password:**

* **Confirm Password:**

* **Secret Question:**

* **Secret Answer:**

Applicant Tracking
Formerly AppliTrack Recruit & Fit

Job Application – Sample One

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: _____
Date You Can Start: _____ Please note that this application will only remain active for 3 months, after which the applicant would need to reapply.

Name: _____
Last First M.I.

Present Address: _____
Street City State Zip

Permanent Address: _____
Street City State Zip

Phone #: 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	Number 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 Application – Sample One (Continued)

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

Yes No 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 Phone	Relationship	Years Acquainted

Emergency Contact: _____
Name Phone

CURRENT AND FORMER EMPLOYERS: (Most Recent First)

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

May we contact the employers listed? Yes No

If not, which one(s)? _____

Job Application – Sample One (Continued)

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 ABC Company 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: Yes No

Starting Date: _____ Position: _____ Wage: _____

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.

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 _____

Seeking: Full-time Part-time Temporary When could you start work? _____

Last Name First Name Middle Name Phone 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 Application – Sample Two (Continued)

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)	Phone	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)	Phone	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, WITHOR 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

Congratulations, you've made it to the interview phase! 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 projected a positive image of you.

Now it's time for one last, all-important task – a personal interview.

- If you do well, you may be hired!
- If you do not get the job, consider what you could do to improve for the next one and try again!

Your job application and cover letter may have impressed the employer, but the interview will be the deciding factor as to whether or not you get the job. First impressions are formed within the first ten seconds, so be prepared to impress.

Do Your Research

Do not take the interview lightly. You wouldn't play a basketball game without planning several plays in advance or perform in a play without rehearsing, so why would you walk into an interview without doing your research. Of course you wouldn't! There are many ways to research a company, including:

- **Check out the company website.**

The easiest way to gather information about what the company wants you to know, browse the homepage, learn about the products and services they offer, clients and customers they serve, company values and mission, press releases for the latest news, research the names of the officers and/or founders, be familiar with the history, identify company size and key locations for business, as well as any other relevant information you can find. Gauge the company culture – would you make a good fit?

- **Search social media.**

Find the organization's social media presence on platforms such as Facebook, Twitter, Instagram, LinkedIn, YouTube and more. Gather information on the company from recent news, assess the tone of language, become familiar with new initiatives, customer responsiveness, etc. Did you see an excellent customer review? Mention it during your interview!



- **Read reviews from current and former employees.**

Websites such as Glassdoor, Indeed and Muse allow current and former employees to offer insight into the company's culture, pay range, hiring process and more. Please note: Such reviews should be taken with some healthy skepticism – disgruntled or terminated employees usually do not have nice things to say about their former employers.

- **Research the individuals who will interview you.**

If you know the names of those who will conduct the interview, do your research. Browse their LinkedIn profile to find their official title, career path and work history, connections and other affiliations you may have in common. Familiarize yourself with the person you need to impress.

- **Consider the company's culture.**

After doing your research, consider whether it is a company you would like to work for. Does it align with your core beliefs? It is important that you feel like it's a good fit.

What to Bring to an Interview

Plan ahead so that you will be organized for the day of the interview. Here are some essential items that you should always have with you for a job interview:

- **Extra copies of your resume.** Even if they already have it, and they likely do, plan to bring three to five extra copies.
- **Extra copies of your reference page.** After the interview, plan to give your interviewer(s) a copy of your reference page. Plan to bring three to five copies.
- **Portfolio or work samples.** Bring along samples of your work to help explain and illustrate your technical skills. For example, a spreadsheet that you may have developed, a small part that you machined which will fit in your pocket, a drawing you created using specialized software. In career fields that require design elements, this is particularly important and also shows preparedness.
- **Notepad and pen.** Plan to take notes during the interview to give you something to reference later if needed. You can also plan ahead with questions you would like to ask your interviewers.

What Not to Bring to an Interview

- Your cell phone should stay off and put away, or better yet – in a vehicle. Don't look at it or use it upon entering the building.
- Food or drinks. Eat something light before your interview and do not bring beverages or food in with you. Most organizations will ask you if you want something to drink.

Professional Dress

Your appearance should say, "hire me!" Clothing helps to create a first impression. Dressing professionally for the interview is an essential part of projecting who you are as a professional.

Remember, it's not just about clothes.

- Start with good personal hygiene. Be clean and use minimal cologne or perfume.
- Well-groomed hairstyle. So as not to be a distraction to yourself, hair should be out of your eyes.
- Clean and trim fingernails.
- Fresh breath and teeth.
- No gum, candy or other objects in your mouth.
- Minimal jewelry.

Clothing is the finishing touch.

- Clothes should be clean and wrinkle-free.
- Male professional dress expectations – collared shirt, dress shirt tucked in with tie, dress trousers and belt.
- Female professional dress expectations – dress blouse or sweater, dress trousers, knee-length skirt or dress.
- Shoes should be cleaned and polished. Females should avoid stiletto-type heels.
- Don'ts – No jeans or sagging pants, no sweats or shorts, no t-shirts or tank tops, no flip-flops, sandals or sneakers, no hats, no bare midriff.

Other things that affect your image:

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



The Do's and Don'ts of Interviewing

Check out these commonsense guidelines for the interview; many of these tips can also be used in the job search process:

Do...

- Sell yourself and be confident. The interview is about you and that makes you the expert. You've got this!
- Arrive 10-15 minutes early to use the restroom, find offices, allow for unexpected traffic problems and to RELAX!
- Get a full night's sleep so you will be mentally alert and at your best.
- Express enthusiasm. Smile and offer a firm handshake upon meeting the interviewer and other staff members. Speak clearly and directly and vary the tone of your voice.
- Know how to correctly pronounce the names of people you meet.
- Use "please" and "thank you" when appropriate.
- Answer interview questions completely.
- Dress appropriately and appear well-groomed.
- Practice answering difficult, illegal or "overly personal" questions. See page 54.
- Come alone. Do not bring friends or relatives.
- Sell your qualifications rather than your need for the job.
- Treat all staff that you encounter politely, including administrative assistants and receptionists. Remember to say goodbye and thank you on the way out.
- Listen carefully to the interviewer and express your interest in the job.
- Make a practice run to the organization where you will be interviewed. Know exactly where to go and how long it will take to get there. Determine where you can park.
- Wait to be seated until you are asked, or after your interviewer(s) are seated.
- Avoid poor language, slang and pause words such as "like," "uh," "um" and "you know."
- Make sure your cell phone is turned off or left in the car.
- Bring extra resumes and multiple copies of professional references.
- Ask questions during the interview. (See "Questions You Could Ask" on page 56).
- Thank the interviewer(s) after the interview. Ask for a business card to use when writing the follow-up email.
- Send a follow-up email to the interviewer(s) thanking them for their time and consideration.
- Keep a list of all the positions and employers to which you have applied, the date you interviewed, who you have interviewed with and your impression of how the interview went, but do not bring it to the interview.

Don't...

- Don't ask questions about pay and benefits. There is a time and place for these questions, an initial interview is neither.
- Don't act as if you already have the job - you do not. Be humble and gracious.
- Don't interrupt. If you have questions or need clarification, wait for a logical break in the conversation before speaking.
- Don't bring up personal matters, such as family problems, financial hardship, health issues, etc. Focus on your professional qualifications for the job.
- Don't criticize former employers or coworkers.
- Don't give excuses, such as "the work was too hard," or "the people I worked with were not nice."
- Don't chew gum, smoke before an interview, play with your hair or adjust your clothes. These actions are a distraction.
- Don't read any papers or place anything on or touch anything on the interviewer's desk. Be respectful of personal space.
- Don't bring bulky items to the interview. A small notebook and pen for taking notes is acceptable.
- Don't exaggerate. Be honest about your experience and accomplishments.
- Don't answer questions with a simple "yes" or "no." Offer detailed examples for your answers. Describe those things that showcase your talents, skills, accomplishments and determination.
- 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.



Virtual Interviewing Tips

In the wake of COVID-19, people across the country have been forced to navigate a world with minimal in-person contact. As the result, some companies and organizations have instituted virtual interviews, including video and phone calls, which is an effective method of recreating that face-to-face contact. Here are a few tips to consider in the event that you are faced with a virtual interview:

- Test the platform and download the application.
- Follow all of the same rules of an in-person interview.
- Be aware of your background and make sure it is as presentable as you.
- Make sure your space is quiet and your internet connection is strong.
- Switch your screen view so you can see everyone in the interview.
- Take it seriously! This is just as real an interview as if you were seated across from your interviewers.

Phone Interviewing Tips

- Clear the room of distractions.
- Turn off call waiting.
- Keep resume in clear view.
- Have a pen and paper available to take notes.



STAR Approach

When answering behavioral questions, a great method to use is the STAR Approach. STAR, which stands for Situation, Task, Action and Result, is an easy-to-remember format for answering questions and highlighting experience by telling the whole story and detailing the end result.

Situation: Define the context and the problem you overcame. Don't forget to include the 5Ws: Who, What, When, Where and Why.

Task: Identify the key objective. What was the assignment? What were you trying to accomplish?

Action: Describe the action that you took while emphasizing the skills you used to complete the task. If you were in a group, make sure to frame your answer in terms of what you did, not the group.

Result: Summarize the outcome. If you can, quantify the results.

STAR Approach Sample Answer:

"Have you ever led a team?"

Situation: "Yes, in my marketing class, we were asked 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 was expected to complete. I led the group first in a brainstorming session, and next, in ways we could divide the project for maximum efficiency. Based on our conversations, we quickly developed a great concept and started working 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 to calculate our product price."

Result: "Based on 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."

Traditional Interviews – Frequently Asked Questions

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



From the Experts

How do you fit?
Know the job posting and specific job duties. Connect everything back to you and what your experiences and skills would bring to the company.

Make each practice interview as real as possible. All interviews begin with a greeting. Ask the practice interviewer to ask specific questions which relate to the real interview. Use proper manners. Answers should be tailored directly to the position, and illustrate your dependability and punctuality, as well as highlight your related skills and interests. Be sure that the last question your practice interviewer asks is, “Do you have any questions?”

■ **Tell me a little about yourself.**

Talk about your school and work experiences, as well as your accomplishments – not your childhood.

■ **Tell me about the work you’ve been doing.**

Talk about your duties and responsibilities. Share your educational accomplishments.

■ **What is your strongest asset? How have you used it?**

Ask your friends and family what they think your strengths are. Describe the strengths which directly correlate with the position for which you are interviewing.

■ **Do you prefer working with others or alone?**

“Both. I can work independently, and I enjoy working in a group.”

■ **Are you familiar with the details of the job?**

Do some research before the interview and answer “yes.” Follow-up with a brief description of what you know.

■ **Why do you want to work for this company?**

Have your answers ready for this question based on your research.

■ **Why did you leave your last job?**

Keep it positive. Do not speak negatively about your last job.

■ **What are your future career plans?**

Think about where you want to be professionally in five to ten years from now.

■ **Describe yourself in three to five words.**

Be positive. Talk about your job skills, 21st Century skills and accomplishments. (See page 70.)

■ **What jobs have you held? How were they obtained? Why did you leave?**

Plan this response. Be positive.

■ **What do you know about this organization?**

Research the company’s website and social media presence. Briefly highlight the information that you know.

■ **How will you add value to this company?**

Talk about your technical skills, 21st Century skills, your EFE/CTE course and your accomplishments.

■ **Here are our company values. Which do you relate to most?**

Do your research and have a planned response. Illustrate how your talents and skills will be a good fit for the company culture.

■ **What are your ideas on salary?**

Do your research and understand the pay range for this position and organization. Give a salary range that would be fair. Expect to be flexible.

■ **Why do you think you will like this particular job?**

Plan your answer.

■ **What kind of boss do you prefer?**

Plan an answer that shows you like to work hard for someone who is fair and honest.

■ **How would previous managers or coworkers describe you?**

Be positive. Do not speak negatively about previous employers.

■ **Do you like routine work?**

“I realize it is an important part of many jobs. I don’t mind it.”

■ **What is your major weakness?**

Mention something that you know you need to work on, but that is not necessarily a deal-breaker or is non-essential for the position. “I take too much time trying to do a perfect job.”

■ **What jobs, classes or assignments have you most enjoyed? The least? Why?**

Plan your answer. Be honest and positive.

■ **How often have you been absent from school or work?**

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

■ **What are your special abilities? Give me some examples of when you have used these abilities.**

State two or three and tell them how you utilize those abilities at work or school.

■ **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.

■ **How do you feel about overtime?**

“If extra time is needed to get the job done, I will work it.”

■ **What have you done which shows initiative and willingness to work?**

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

■ **What have you learned from your previous work experience?**

You gain something positive from every job.

■ **What are the most important considerations for you in choosing a job?**

Say something that will also be important to the organization, such as “good training” or “opportunities for advancement.”

■ **What do you see yourself doing in five years? Ten years? What are your long-term goals?**

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

■ **Have you ever been terminated from a job? Have you ever quit a job? Why?**

Be honest. If you have been fired, share how you learned a lesson from the experience and are now prepared to overcome that setback.

■ **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.

■ **Could you explain this gap in your work history?**

Plan your answer. Be honest and keep it positive.

■ **Why should I hire you?**

Give concrete examples of why your technical and professional skills, and accomplishments make you the best candidate.

■ **Do you have any questions?**

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

Behavioral Questions

Behavioral questions are intended to discover how the interviewee behaved in specific employment-related situations. Many companies ask these types of questions because the most accurate predictor of future performance is past performance in similar situations.

To accurately assess the applicant's potential for success through behavioral interviewing, companies must determine which type of skills, behaviors, experiences, knowledge and abilities are needed for the position.

Sample Behavioral 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 when 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.
- Take me through a recent situation in which you had to deal with a very upset customer or coworker.
- Tell me about a time when you were a leader. What type of leader were you? How did the team respond?
- Describe a time when you solved a problem. How did you approach the problem? What was the result?
- Tell me about a time when you had to work with someone you found difficult to get along with.



Tips for Answering Behavioral Questions:

- Think about six to eight examples from your past experiences where you demonstrated behaviors or skills that employers typically seek in applicants. Vary your examples. Don't take them all from a single aspect of your life.
- Use examples from internships, classes, school projects, team participation, community service, hobbies and work experience. Think about your personal and professional special accomplishments, such as scoring the winning touchdown, being elected treasurer of a social club or receiving positive recognition from an employer.
- Remember that behavioral questions seek to uncover how you respond to negative situations, as well as positive situations. 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 illustrate your skills and experience 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 the STAR Approach to explain a situation or task, the action you took and the results achieved.

Unusual, Oddball or Crazy Interview Questions

It is becoming more common for companies to ask unusual job interview questions as part of their candidate interview process. Why? It's a great way to see how well a candidate can think on their feet, as well as a measure of your creativity and problem solving abilities. 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 have been 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 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 like most?"

Microsoft: "How many golf balls does it take to fill a 747?"

Kalamazoo RESA: "What animal would you be and why?"



Illegal Interview Questions

Interview questions should only deal with job-related information; however, an interviewer may ask a question that is not directly job-related. If the questions relate to any of the following areas, it is generally considered to be “illegal.”

Topic	Can Ask	Cannot Ask
Name	<ul style="list-style-type: none">■ Have you ever worked under a different name?■ Are any of your qualifications under another name	<ul style="list-style-type: none">■ What is your maiden name?■ What is your original name?
Age	<ul style="list-style-type: none">■ Are you over the age of 18?	<ul style="list-style-type: none">■ How old are you?■ What is your date of birth?■ What year did you graduate?
Marital Status	<ul style="list-style-type: none">■ Nothing.	<ul style="list-style-type: none">■ Are you married?■ Why aren't you married?■ Are you living with your significant other?
Citizenship	<ul style="list-style-type: none">■ Are you authorized to work in the U.S.?■ What languages do you read, speak or write fluently? (If related to the position.)■ Do you require a sponsorship?	<ul style="list-style-type: none">■ Are you a U.S. citizen?■ Where were your parents born?■ What country are you from?■ What is your native language?
Personal Affiliations	<ul style="list-style-type: none">■ Do you belong to any professional or trade groups, or other organizations relevant to this role or position?	<ul style="list-style-type: none">■ What clubs or social organizations do you belong?■ Have you ever been affiliated with a union?
Religion	<ul style="list-style-type: none">■ Can you work on the schedule required for this role?	<ul style="list-style-type: none">■ What is your religion?■ What religious holidays do you observe?■ Do you attend church?
Dependents	<ul style="list-style-type: none">■ This job may require some overtime on short notice. Will this be an issue for you?■ Are you available to occasionally work overtime?■ Can you travel?	<ul style="list-style-type: none">■ 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 or planning to have children soon?
Economic Status	<ul style="list-style-type: none">■ Where do you see yourself in five years?	<ul style="list-style-type: none">■ Have you ever filed for bankruptcy?■ Have you had your wages garnished?■ Do you own your home?

Topic	Can Ask	Cannot Ask
Criminal Record	<ul style="list-style-type: none"> ■ Have you ever been convicted of a crime? ■ Do you have any pending felony charges? If so, what are they? 	<ul style="list-style-type: none"> ■ Have you ever been arrested? <p><i>Please note: If a company is doing a background check, it may be important to discuss an incident up front and point out that it was a thing of the past.</i></p>
Health	<ul style="list-style-type: none"> ■ How many unscheduled days of work did you miss last year? ■ Can you perform all of the essential functions of the role with or without accommodation? 	<ul style="list-style-type: none"> ■ Do you have any chronic conditions? ■ How is your health? ■ Do you have any disabilities? ■ What is your height and weight? ■ Do you take any medications? ■ Have you ever filed for workman’s compensation?
Military	<ul style="list-style-type: none"> ■ Do you have any upcoming commitments that would require extensive time away from work? 	<ul style="list-style-type: none"> ■ If you have been in the military, were you honorably discharged? ■ In which branch of the military did you serve?

Asked an illegal question? Here’s how to handle it.

Identifying illegal questions will help you respond to them. You may choose to fully answer the question, but you may also refuse to answer it. It is important to handle this situation carefully. Your interviewer may not know they cannot ask such questions. Don’t be defensive. The best approach is to determine why the interviewer asked the question and try to address the underlying curiosity. Check out these sample responses:

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

Questions You Could Ask

Always ask a few questions during and at the end of an interview to show your interest in the job and company.

- What kind of training would I receive? Does the company have training programs to help employees obtain additional job skills?
- How does this job fit into the success of the department and company?
- How large is your department? How many people would I be working with?
- What are your department goals for the year?
- What is a typical career path in this company for someone who starts in this role?
- Who would I report to?
- If I do well, are there avenues for promotion?
- What are the personal qualities that a person would need to be successful?
- How would my job performance be evaluated?
- What was your career path at this company?
- What are the key traits that you are looking for in a person for this role?
- What criteria do you use to evaluate whether a person is successful in this position?
- What do you like best about working here?
- Your company's mission statement is "____." How would you say that the mission drives work in this department?
- What is the pre-employment process?
- What is the next step in the interview process, and when might I hear about a decision?
- Would you like a copy of my professional references?
- May I have a business card?
- Ask any other questions that you may have related to the job description.

Questions You Should NOT Ask

- When would I get my first pay raise?
- When are your holidays and vacations?
- What is your retirement plan?
- What are the fringe benefits?
- Who is your boss?
- What are the grievance procedures?
- I wouldn't have to do "____," would I?
- Do you mind if I vape?
- Will I be drug tested?

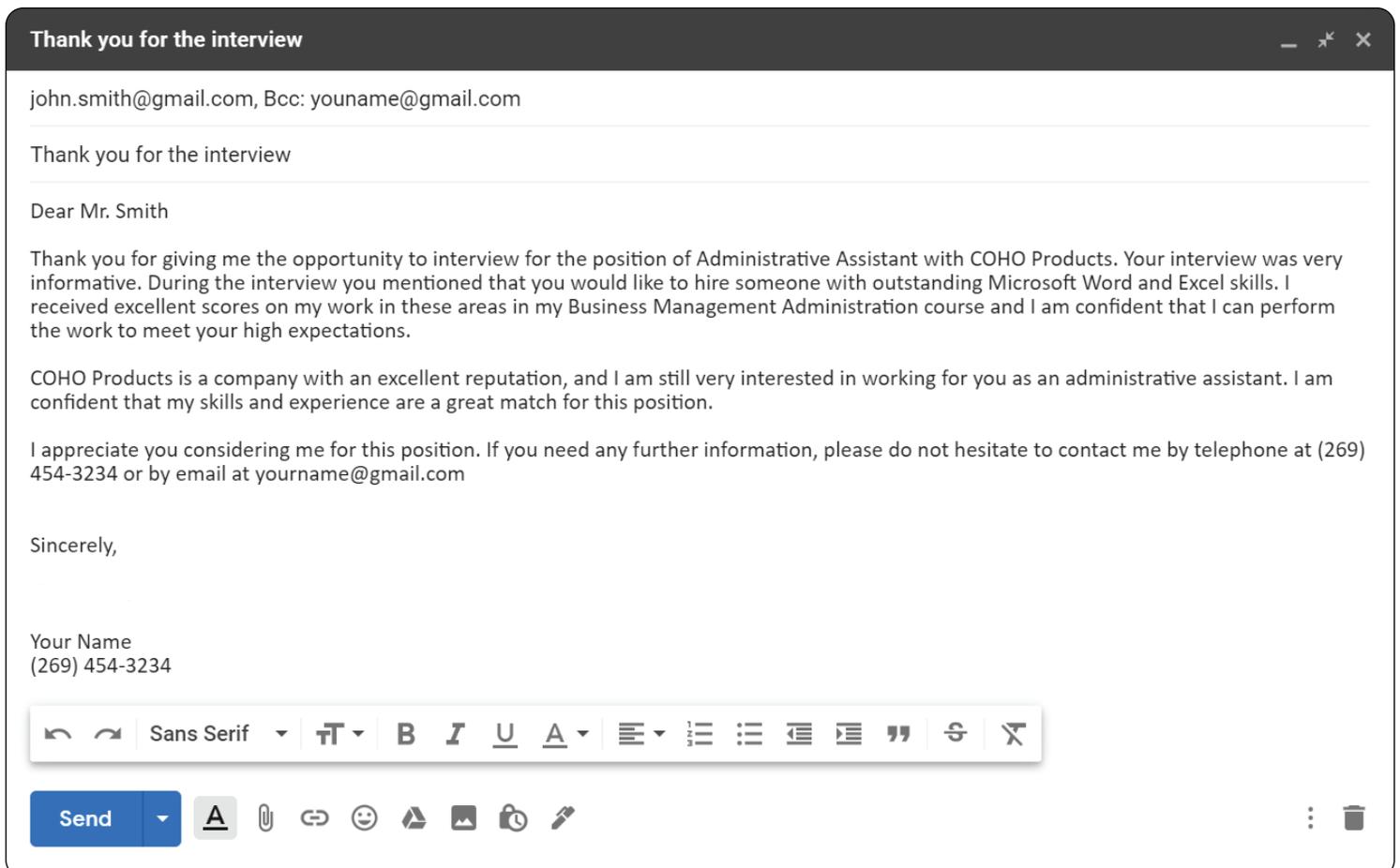
Follow-up and Thank You Email

When you are selected for a job interview, you are a serious contender for the position. It is very important that you follow-up after each interview by sending a thank you email to every person who interviewed you, which should always be sent within the same day of the interview. The follow-up can serve as an opportunity to show your interest in the position as well as another chance to get your name in front of the employer. Additionally, many candidates do not send a follow-up within 24 hours after the interview, setting you apart from the rest!"

- Show appreciation in the message for the employer's time spent with you.
- Strive to include some reference to your conversation that will help the employer remember you.
- Highlight your relevant skills relevant to the job.
- Include anything that you may have forgotten to mention during the interview, ask any additional questions and address anything you think may be causing the employer to hesitate in hiring you.
- Proofread the email several times before you send it. Misspellings and grammatical errors can take you out of contention for the position.
- Ask at least one other person to review your message.
- Use your own words. Don't Google or cut-and-paste - professionals can see right through it!

If you have not heard from the organization after a week, make a call to interviewer – unless they told you it would take longer. 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 still no response, move on in your job search.

Sample Follow-Up Email



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 employer that you are an optimistic person with a positive attitude. You have the potential to build a solid employment record and gain new skills that can help you reach your goals.

Check out these helpful tips for making a successful transition to your new job:

- Decide what you will wear the night before – first impressions matter. Ask about the dress code and employer expectations several days before.
- Also, be sure to wear the required PPE for your job, including safety glasses, steel toe shoes, long pants, etc.
- Get a good night's sleep so you arrive at work well rested.
- Arrive early and do not ask to leave early.
- Ask questions if you are unsure about anything! Questions are expected during your training.
- Come to work ready to learn. Listen and observe more than you talk. Show interest in the job and your colleagues.
- Learn your coworkers' names quickly and build a network of trusted colleagues. Model your work behavior after the best employees within your new company. Avoid inner-office politics and gossip. Avoid talking about your personal problems at work.
- Come to your new job with an open mind, which can make all the difference when meeting new colleagues and supervisors.
- Take notes during orientation and how to perform certain tasks as you are learning your new role.
- 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 ask others if you can help them with anything.
- Show your team spirit and company loyalty. Maintain a positive attitude about your work and show appreciation by thanking anyone who helps you learn the ropes during your first days at work.
- Maintain a good attendance record.
- Put your cell phone on silent or turn it off completely.

From the Experts



You've got this!

Being the newest employee can be both challenging and exciting. Your goal should be to make the most of all situations. Relax, smile and learn as much as you can, as quickly as you can. You've got this!

Forms, Forms and More Forms

Your first day on the job will likely be filled with lots of paperwork that must be completed before you can begin your new responsibilities. While some companies are shifting such processes online to be completed before your first day, many are still utilizing hard copy paperwork. Some of the paperwork that 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 the age of 18

Federal and State Forms

There are four standard federal and state forms that all organizations in Michigan must process for new employees: Employment Eligibility Verification Form, Federal W-4, Michigan W-4 and the State of Michigan Work Permit. Samples of each of the following forms are on the next several pages. Practice filling them out so that you can ask your parents/guardians or EFE/CTE instructor if you have any questions.

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 One of the form and the employer completes Section Two 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 the 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 government at tax time. It can also prevent you from overpaying your taxes so that you have more money in your pocket throughout the year. Many students question how many allowances to claim on these forms; the best thing to do is to talk with your parents/guardians about how much you should claim. A general rule is that if you are a student in high school, unmarried and without children, your parents claim you on their tax return – claim zero allowances.

State of Michigan Work Permit

Minors under the age of 18 must obtain a work permit or written agreement between the employer and the governing school district before beginning work. A minor may obtain a work permit from a Michigan Issuing Officer at the school district or with the employer. Issuing Officers usually work in the high school’s administrative offices. The minor will obtain a CA-6 form (pink) if under 16 years of age or a CA-7 form (yellow) if between the ages of 16-17 years old. The minor will complete Section Two and the employer will complete the rest. Upon completing the form, the student will take the form to the Issuing Officer for verification and compliance with state and federal law.



Employment Eligibility Verification Form (I-9)

Used by the federal government to verify your work eligibility, you must provide documentation to establish your identity. Most commonly used are a driver's license and social security card, which will then be photocopied and attached to the form.



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

USCIS
Form I-9
 OMB No. 1615-0047
 Expires 10/31/2022

▶ 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

Employment Eligibility Verification 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 10/31/2022

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		<div style="border: 1px solid black; padding: 5px; min-height: 150px;">Additional Information</div>		<div style="border: 1px solid black; padding: 5px; min-height: 100px;"> QR Code - Sections 2 & 3 Do Not Write In This Space </div>
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
----------------------------------------------------	---------------------------	-----------------------------------------------

Employment Eligibility Verification Form (I-9) (Continued)

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
<ol style="list-style-type: none"> 1. U.S. Passport or U.S. Passport Card 2. Permanent Resident Card or Alien Registration Receipt Card (Form I-551) 3. Foreign passport that contains a temporary I-551 stamp or temporary I-551 printed notation on a machine-readable immigrant visa 4. Employment Authorization Document that contains a photograph (Form I-766) 5. For a nonimmigrant alien authorized to work for a specific employer because of his or her status: <ol style="list-style-type: none"> a. Foreign passport; and b. Form I-94 or Form I-94A that has the following: <ol style="list-style-type: none"> (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. 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 		<ol style="list-style-type: none"> 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 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 3. School ID card with a photograph 4. Voter's registration card 5. U.S. Military card or draft record 6. Military dependent's ID card 7. U.S. Coast Guard Merchant Mariner Card 8. Native American tribal document 9. Driver's license issued by a Canadian government authority <p style="text-align: center;">For persons under age 18 who are unable to present a document listed above:</p> <ol style="list-style-type: none"> 10. School record or report card 11. Clinic, doctor, or hospital record 12. Day-care or nursery school record 		<ol style="list-style-type: none"> 1. A Social Security Account Number card, unless the card includes one of the following restrictions: <ol style="list-style-type: none"> (1) NOT VALID FOR EMPLOYMENT (2) VALID FOR WORK ONLY WITH INS AUTHORIZATION (3) VALID FOR WORK ONLY WITH DHS AUTHORIZATION 2. Certification of report of birth issued by the Department of State (Forms DS-1350, FS-545, FS-240) 3. Original or certified copy of birth certificate issued by a State, county, municipal authority, or territory of the United States bearing an official seal 4. Native American tribal document 5. U.S. Citizen ID Card (Form I-197) 6. Identification Card for Use of Resident Citizen in the United States (Form I-179) 7. Employment authorization document issued by the Department of Homeland Security

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

Refer to the instructions for more information about acceptable receipts.

Form **W-4**

Department of the Treasury
Internal Revenue Service

Employee's Withholding Certificate

OMB No. 1545-0074

▶ **Complete Form W-4 so that your employer can withhold the correct federal income tax from your pay.**
▶ **Give Form W-4 to your employer.**
▶ **Your withholding is subject to review by the IRS.**

2020

Step 1: Enter Personal Information	(a) First name and middle initial	Last name	(b) Social security number
	Address		▶ Does your name match the name on your social security card? If not, to ensure you get credit for your earnings, contact SSA at 800-772-1213 or go to www.ssa.gov .
	City or town, state, and ZIP code		
	(c) <input type="checkbox"/> Single or Married filing separately <input type="checkbox"/> Married filing jointly (or Qualifying widow(er)) <input type="checkbox"/> Head of household (Check only if you're unmarried and pay more than half the costs of keeping up a home for yourself and a qualifying individual.)		

Complete Steps 2–4 ONLY if they apply to you; otherwise, skip to Step 5. See page 2 for more information on each step, who can claim exemption from withholding, when to use the online estimator, and privacy.

Step 2:
Multiple Jobs or Spouse Works

Complete this step if you (1) hold more than one job at a time, or (2) are married filing jointly and your spouse also works. The correct amount of withholding depends on income earned from all of these jobs.

Do **only one** of the following.

(a) Use the estimator at www.irs.gov/W4App for most accurate withholding for this step (and Steps 3–4); **or**

(b) Use the Multiple Jobs Worksheet on page 3 and enter the result in Step 4(c) below for roughly accurate withholding; **or**

(c) If there are only two jobs total, you may check this box. Do the same on Form W-4 for the other job. This option is accurate for jobs with similar pay; otherwise, more tax than necessary may be withheld ▶

TIP: To be accurate, submit a 2020 Form W-4 for all other jobs. If you (or your spouse) have self-employment income, including as an independent contractor, use the estimator.

Complete Steps 3–4(b) on Form W-4 for only ONE of these jobs. Leave those steps blank for the other jobs. (Your withholding will be most accurate if you complete Steps 3–4(b) on the Form W-4 for the highest paying job.)

Step 3: Claim Dependents	If your income will be \$200,000 or less (\$400,000 or less if married filing jointly):		
	Multiply the number of qualifying children under age 17 by \$2,000 ▶ \$ _____		
	Multiply the number of other dependents by \$500 ▶ \$ _____		
	Add the amounts above and enter the total here	3	\$ _____
Step 4 (optional): Other Adjustments	(a) Other income (not from jobs). If you want tax withheld for other income you expect this year that won't have withholding, enter the amount of other income here. This may include interest, dividends, and retirement income	4(a)	\$ _____
	(b) Deductions. If you expect to claim deductions other than the standard deduction and want to reduce your withholding, use the Deductions Worksheet on page 3 and enter the result here	4(b)	\$ _____
	(c) Extra withholding. Enter any additional tax you want withheld each pay period	4(c)	\$ _____

Step 5: Sign Here	Under penalties of perjury, I declare that this certificate, to the best of my knowledge and belief, is true, correct, and complete.		
	▶ _____ Employee's signature (This form is not valid unless you sign it.)		▶ _____ Date

Employers Only	Employer's name and address	First date of employment	Employer identification number (EIN)

MI-W4

(Rev. 11-19)

**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.

<p>▶ 3. Type or Print Your First Name, Middle Initial and Last Name</p> <p>Home Address (No., Street, P.O. Box or Rural Route)</p> <p>City or Town State ZIP Code</p>	<p>▶ 1. Social Security Number</p> <p>▶ 2. Date of Birth</p> <p>4. Driver's License Number or State ID</p> <p>▶ 5. Are you a new employee?</p> <p>Yes If Yes, enter date of hire</p> <p>No</p>
<p>6. Enter the number of personal and dependent exemptions you are claiming ▶ 6. </p> <p>7. Additional amount you want deducted from each pay (if employer agrees) 7. \$.00</p> <p>8. I claim exemption from withholding because (does not apply to nonresident members of flow-through entities - see instructions):</p> <p>a. <input type="checkbox"/> A Michigan income tax liability is not expected this year.</p> <p>b. <input type="checkbox"/> Wages are exempt from withholding. Explain: _____</p> <p>c. <input type="checkbox"/> Permanent home (domicile) is located in the following Renaissance Zone: _____</p>	
<p>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.</p> <p>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.</p>	<p><i>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.</i></p> <p>9. Employee's Signature ▶ Date</p> <p>Employer: Complete lines 10 and 11 before sending to the Michigan Department of Treasury.</p> <p>10. Employer's Name, Address, Phone No. and Name of Contact Person</p> <p style="text-align: right;">▶ 11. Federal Employer Identification Number</p>

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, you are a non-resident spouse of military personnel stationed in Michigan, or you are a member of a Native American tribe that has a tax agreement with the State of Michigan and whose principal place of residence is within the designated agreement area. 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.

Work Permit Form (CA-6)

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

Permit Number for School Use
(optional)

Employer Information:

The employer must have a completed work permit form on file before a minor begins work.

The employer 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. Back of this form must have summary of requirements to be valid.**

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

Name of Minor (First, Middle, Last):		Address:		City:	ZIP:
Age:	Date of Birth Month/Day/Year:	Last Four Digits of Social Security Number:		Contact Telephone Number for Minor:	
Name of School (present or last attended):		Address:		City:	ZIP:
Last Grade Completed: School Status (check one): <input type="checkbox"/> in school <input type="checkbox"/> home school <input type="checkbox"/> on-line/virtual/cyber school <input type="checkbox"/> not attending school					Type of Business (i.e., fast food, manufacturing):
Signature of Minor: (x)		Name of Parent/Guardian (circle one):		Parent/Guardian Telephone Number:	

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

Name of Business:		Address:		City:	ZIP:
Earliest Starting Time 7:00 a.m. No Earlier than 7:00 am No Earlier than 7:00 am	Latest Ending Time 7:00 p.m. 7:00 pm (Labor Day – June 1) 9:00 pm (June 1 – Labor Day)	Non School Days: No more than 8 work hours <i>non-school days only</i>	School Days No More than 3 work hours school days Monday-Friday	Minor may not more than 6 days per week	40 total combined school and work hours per week: No more than 3 work hours after school Monday Friday
Applicant's Job Title:	Hourly Wage:	Name Job Duties/Tasks to be Performed by Minor:		Name Equipment/Tools to be Used by Minor:	
Signature of Employer: (x)		Title:		Telephone:	Date:

Section III: Each Box *must be* Completed by 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):		Number of Hours in School per Week, when School is in Session:
	<input type="checkbox"/> Birth Certificate	<input type="checkbox"/> Certificate of Arrival in the U.S.	(add + add)
	<input type="checkbox"/> Driver's License	<input type="checkbox"/> Hospital Record of Birth	Number of Hours able to Work while Attending School No More than 40
	<input type="checkbox"/> School Record	<input type="checkbox"/> Baptismal Certificate	
	<input type="checkbox"/> Other (describe)		
Name of School District:	Printed Name of Issuing Officer:		Title:
Address:	Signature of Issuing Officer: (x)		Issue Date:
City, State, ZIP:			
Telephone Number:			

Form CA 6 (revised 2013) Combined Offer of Employment & Work Permit / Age Certificate
Instructions for completing CA 6 must be printed on back of form to be valid.

Must Print front and back on Pink Paper.

Work Permit 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 Work Permit? A minor who is 11 to 13 years of age employed in certain occupations (*referenced above*) or 14 and 15 years of age not specifically exempt from the Youth Employment Standards Act (P.A. 90 of 1978). This completed pink CA-6 work permit allows a minor to be employed only by the employer at the location listed in Section II until a minor turns 16; then, minor completes yellow CA-7 Work Permit. A minor who does home, cyber, virtual, on-line school or who does not attend school must be issued a work permit from a State of Michigan authorized school issuing officer or person authorized by that chief administrator in writing.

Who Issues the Work Permit? The 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 person under 18 years of age shall not be employed in, about, or in connection with an occupation that is hazardous or injurious to the 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 pink CA-6 from the Issuing Officer of the school district and completes Section I.
2. The Minor takes the pink CA-6 form to the person (Employer) proposing to employ the minor who completes Section II.
3. The Employer gives the pink CA-6 back to the minor to return to the Issuing Officer who verifies the age of minor using the best available evidence (*reference 409.105 of Public Act 90 of 1978*) and ensures compliance with state and federal laws and regulations.
4. The Work Permit is issued by the Issuing Officer who sign and date the form in Section III.
5. The Issuing Officer makes a copy of the pink CA-6 and place in minor's permanent school file and gives original to the Minor to return to the Employer.
6. The Minor returns the completed original pink CA-6 work permit, front and back, to the Employer **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:

- Must have a completed pink CA-6 work permit, front and back, form **before** a minor begins work.
- Must keep the original pink work permit, front and back, form 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 www.michigan.gov/mde .

Issuing Officer's Responsibilities: Upon application, ***in person by the minor desiring employment***, examine and approve information is not incomplete and work is not hazardous/injurious and is not in violation of state or federal laws and regulations.

14 and 15 Year Old work hours covered by Federal Law (business gross annual sales exceed \$500,000 or interstate commerce):

1. No more than 3 hours on school days (Monday - Friday) after school while school is in session
2. No more than 8 hours on non school days or when school is not in session.
3. No more than 40 combined school and work hours in one week (Sunday - Saturday).
4. Not before 7:00 a.m. and no later than 7:00 p.m. (September Labor Day – June 1).
5. Not before 7:00 a.m. and no later than 9:00 p.m. (June 1 – September Labor Day).

14 and 15 Year Old work hours covered by State Law:

1. No more than 6 days in one week.
2. No more than a weekly average of 8 hours per day.
3. No more than 10 hours in one day.
4. Not employed during school hours.
5. Not more than 5 hours continuously without a documented and uninterrupted meal or rest period, at least 30 minutes or more.
6. Not before 7:00 a.m. and no later than 9:00 p.m.

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 (517-335-6041) or www.michigan.gov/mde and click "Programs & Offices", then click Career & Technical and select Youth Employment.

Federal Fair Labor Standards Act: For information about 14 and 15 years of age child labor provisions, contact the U.S. Department of Labor, Wage and Hour Division (1-866-4USWAGE) or www.youthrules.dol.gov.

Revocation of Permit: A permit may be revoked by the school issuing officer if: (1) ***poor school attendance results in performance of school work at a level 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***. The minor shall be informed of the appeal process and shall be given instructions as to the initiation of the appeal process by the school.

Work Permit Form (CA-7)

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

Permit Number for School Use
(optional)

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 Month/Day/Year:	Last Four Digits of Social Security Number:		Contact Telephone Number for Minor:	
Name of School (present or last attended):		Address:		City:	ZIP:
Last Grade Completed: School Status (check one): <input type="checkbox"/> in school <input type="checkbox"/> home school <input type="checkbox"/> online/Cyber/Virtual school <input type="checkbox"/> not attending school					Type of Business (i.e., fast food, manufacturing):
Signature of Minor: (x)		Name of Parent/Guardian (circle 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 6:00 a.m. No earlier than 6:00 am	Latest Ending Time 10:30p.m. No later than 10:30 pm (Sun Thurs) No later than 11:30 pm (Fri Sat)	Hours per Day: No more than 8	Number of Days per Week: No more than 6 per week	Total Hours of Employment: No more than 24 when school in session; No more than 48 when school not in session	
Applicant's Job Title:	Hourly Wage:	Name Job Duties/Tasks to be Performed by 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"/> No <input type="checkbox"/> Yes 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: (x)		Title:		Telephone:	Date:

Section III: Each Box *must be* Completed by 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): <input type="checkbox"/> Birth Certificate <input type="checkbox"/> Certificate of Arrival in the U.S. <input type="checkbox"/> Driver's License <input type="checkbox"/> Hospital Record of Birth <input type="checkbox"/> School Record <input type="checkbox"/> Baptismal Certificate <input type="checkbox"/> Other (describe)		Number of Work Hours per Week, when School is in Session: No more than 24 hours per week
			Number of Work Hours while school is not in session (Summer, Spring, Xmas vacation): No more than 48 hours per week
	Name of School District:		Printed Name of Issuing Officer:
	Address: City, State, ZIP: Telephone Number:		Signature of Issuing Officer: Title: Issue Date:

Form CA 7 (revised 10/18/2011) 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.

Work Permit 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.

Minors 16 or 17 Years of Age Work Hours:

1. No more than 6 days in one (1) week.
2. No more than a weekly average of 8 hours in one (1) day.
3. No more than 10 hours in one (1) day.
4. No more than 24 work hours in one (1) week when school **is in** session **regardless** of the number of school hours.
5. No more than 48 work hours in one (1) week when school **is not** regularly in session (Christmas, Spring or Summer vacation, etc.)
6. Not more than 5 hours continuously without a documented and uninterrupted 30 minutes or more meal or rest period.
7. Sunday Thursday between the hours of 6:00 a.m. and 10:30 p.m.
8. Friday Saturday between the hours of 6:00 am and 11:30 p.m., and not regularly attending school (i.e., summer vacation, etc).

Hours Deviations: At any time an employer may apply through the Office of Career and Technical Preparation for a General Hours or an Individual Application for Hours Deviation allowing the minor to work beyond the legal hours of employment allowed by the act (**409.120(2)**).

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 Preparation, PO Box 30712, Lansing, MI, 48909, phone 517/373 3373, www.michigan.gov/octp and click on Career Preparation System, then select Work Based Learning Guide For Risk Management and go to section 6.

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

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.

New Job Orientation

Many employers offer a new hire orientation, which supplies key information for success at that organization. Pay close attention and take notes!

If your new employer does not offer such a training, or if the following topics aren't covered, consider asking these important questions:

- Is there an employee handbook? If so, be sure to read it before asking additional questions. Most likely, they will be addressed in that essential document.
- Is there any additional information about the company's history, product line, etc. that I could read?
- When is payroll processed? Weekly, bi-weekly or monthly?
- Are there any parking regulations?
- Where is the schedule posted?
- What is the attendance and tardy policy?
- What is the dress code?
- When is lunch? When are relief periods? Where are the breakroom, cafeteria and restrooms located?
- How, when and to who do I report when absent?
- What are my main job duties? Ask for a copy of the job description if you do not already have one.
- What is my rate of pay?
- Who will be training or 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?
- How will my performance be evaluated and how often?
- What are the safety guidelines related to my position?
- What are the emergency procedures?

SECTION SEVEN — THE IMPORTANCE OF 21ST CENTURY SKILLS

What are 21st Century Skills?

The personal and professional qualities that contribute to a student's future career, 21st Century skills are essentially a common language between business and education. Including Learning Skills, Literacy Skills, Life and Career Skills, these abilities will help you remain competitive in a changing job market.

Consider the following:

- 21st Century skills help you learn the technical skills necessary for a specific job.
- These skills are developed through your educational, work and life experiences.
- You are the only person who can identify and discover these skills within yourself.
- More than ever, companies and organizations rely on these skills to be efficient and competitive.
- 21st Century skills are transferrable! From job to job, these abilities will help you transition to a new career or position.

Learning Skills – Teach students about the mental processes required to adapt and improve in an evolving environment.

- **Critical Thinking:** Ability to think clearly and rationally and understand the logical connection between ideas, including:
 - ▶ Analyzing, organizing, using data, comparing options, exercising sound reasoning, independent thinking, changing your opinion
- **Creativity:** The use of the imagination or original ideas, including:
 - ▶ Drawing on prior knowledge, generating ideas and alternatives, designing, innovating
- **Collaboration:** Working with others to produce or create something, including:
 - ▶ Valuing diversity, exercising leadership, working cooperatively, managing conflict, building relationships, contributing ideas and effort, motivating self and others
- **Communication:** Sharing updates, information or news in writing or verbally, including:
 - ▶ Analyzing a situation, choosing a medium, using technology, evaluating messages, actively listening, speaking, writing, reading, presenting ideas, interpersonal networking, serving customers

Literacy Skills – Gaining and creating knowledge through reading, text, graphs, manuals, etc.

- **Information Literacy:** Ability to identify, find, evaluate and use information effectively, including:
 - ▶ Applying academic knowledge, reading, researching, writing, being an independent learner
- **Media Literacy:** Understanding the many ways information is produced and distributed, including:
 - ▶ Evaluating and questioning credibility of sources
- **Technology Literacy:** Understanding new technologies and how to use them to create effective, well-grounded materials, including:
 - ▶ Independent learner of computer programs
 - ▶ Understanding appropriate use of communication tools
 - ▶ Willing and able to learn new technology

Life and Career Skills – Abilities and behaviors that help you deal effectively with the events and challenges of everyday life.

- **Self-Management:** Finding the self-control to manage work and life responsibilities, including:
 - ▶ Taking initiative, personal accountability, punctuality, self-direction, work ethic, integrity, social responsibility, self-esteem, empathy, ethical behavior, navigate career options, perseverance, lifelong learner
- **Problem Solving:** The process or act of finding a solution to a problem, including:
 - ▶ Identifying a problem or project, setting goals, managing workload, asking questions, researching, considering impacts, deciding, taking action, using time effectively, using money appropriately, analyzing and evaluating results, recognizing quality/not yet quality, recognizing the value of mistakes and failures, improving the results



From the Experts

Make the Connection
Integrate the desired 21st Century skills into your resume and cover letter. Find ways to discuss them during your interview. Take every opportunity to highlight the skills posted in the job description.

How can I incorporate these skills?

- Add these key words to your resume and cover letter. Match them to skills, responsibilities and experiences from previous jobs, volunteer work and extracurricular activities. Consider the job for which you are applying, purposefully incorporating words and phrases from the job posting.
- Create a list of activities, tasks and experiences that helped you develop or demonstrate your 21st Century skills.
- Find ways to discuss 21st Century skills during your interview and connect them back to your experiences – be specific.

Educational and Technical Skills

Math Skills

Various levels of math skills may be required for work, depending on the position for which you are applying, including:

- Pre-employment assessment testing
- Counting change back to a customer
- Measurements
- Tracking product and production
- Daily required paperwork, such as graphs, budgets, expenses, etc.
- Balancing a budget
- Completing taxes

Reading Skills

In today's workforce, nearly every job requires a reading ability above the ninth-grade reading level. Upon hiring, it is important that you are able to read and understand the employee handbook, as well as complete all employment paperwork.

Technology Skills

From searching for a job, to applying to a job and performing that job – the ability to effectively use technology is a critical component for success in the current workforce. As technology continues to evolve and change over time, that need will only increase.

Technology skills necessary for success in the workplace include:

- Navigating job search resources
- Researching companies and organizations where you would like to work
- Completing online applications
- Attaching documents such as a resume or cover letter
- Basic knowledge and experience with Microsoft Office applications, including Word, Excel, PowerPoint, Outlook and Access
- Proper email etiquette, including correct spelling and grammar.

Organizational and Behavioral Skills

You have landed a great position with a wonderful company! To be successful in your job, you must understand how the organization works. Much like competitive teams, athletics, debate, music, if the organization is not successful, that means each of its parts is not functioning efficiently. You were hired and are being paid to do your part to help the company succeed. You need to understand how you can do your best to make that happen.

Align Personal Goals with Company Goals

A business wants to increase the public's perception of the quality of its goods or services. Figure out what you can do personally to help meet that goal. Do not depend on the managers to tell you what they need. Take the initiative and look for things that need to be done in your department.

Employment Evaluations and Performance Reviews

An employee evaluation is a tool used to review the performance of an employee. Most organizations evaluate an employee annually and it can directly influence pay increases and promotions.

As the evaluation is a review of your work over a period of time, there is no good way to prepare for it. If you have been reviewed previously, refer back to it for any outlined goals or areas of improvement. Consider compiling a list of accomplishments since the last review and be proactive about what you think your goals should be. Some employers will ask you to complete a self-assessment as part of the process.

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



From the Experts

A Key to Success
An honest evaluation, and some thoughtful self-reflection, can be a major benefit to a professional. Identifying areas where you thrive, as well as areas to improve, can help you become the best version of yourself.

Performance Evaluation

Date: _____ Name: _____ Job Title: _____

Job Knowledge	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Minimally Effective	<input type="checkbox"/> Ineffective
Consider knowledge of job gained through experience, general PD and specialized PD and On-the-Job training.	Excellent knowledge of position, program assigned to and organization as a whole.	Well rounded job knowledge and knowledge of organization as a whole.	Improvement needed to have adequate grasp of essential skills. Some PD and support required.	Inadequate knowledge. Has been provided appropriate PD, yet requires improvement to retain.

Comments: _____

Organization/Time Management	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Minimally Effective	<input type="checkbox"/> Ineffective
Sets priorities and allocates of time as well as resources accordingly.	Exceptionally organized and excellent use of time.	Organized and not overwhelmed.	Slightly disorganized and could use time better.	Inadequate knowledge. Has been provided appropriate PD, yet requires improvement to retain.

Comments: _____

Quality of Work	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Minimally Effective	<input type="checkbox"/> Ineffective
Consider work practices that demonstrate attention to detail and continuous improvement.	Exceptional quality and a relentless drive to improve. Seeks feedback as appropriate.	Acceptable, work quality. Seeks feedback as appropriate.	Often unacceptable quality of work and occasionally shows a lack of interest in improvement.	Excessive errors or rejections, lacks interest in improvement. Requires immediate improvement to retain.

Comments: _____

Dependability/Responsibility	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Minimally Effective	<input type="checkbox"/> Ineffective
Consider the degree to which he/she can be relied upon to carry out duties.	Consistently fulfills all job responsibilities and duties. Totally reliable.	Can be depended upon to get the job done with little or no follow up. Very reliable.	Can be relied on to fulfill some responsibilities, but not all. Punctuality or Attendance may contribute to issues with performance.	Fails to accept responsibility even when specifically assigned. Requires immediate improvement to retain.

Comments: _____

Performance Evaluation (Continued)

Innovation & Initiative	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Minimally Effective	<input type="checkbox"/> Ineffective
Consider contribution of new ideas and methods. Self-starter with positive influence on co-workers. Works independently toward approved goals.	Consistently works toward approved goals. Anticipates administrator needs improving their effectiveness.	Initiates activity within normal routine. Anticipates common sense needs related to work.	Seldom initiates activity during normal routine.	Needs frequent direction. Requires immediate improvement to retain.

Comments: _____

Compassion and Trustworthy	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Minimally Effective	<input type="checkbox"/> Ineffective
Consider the degree to which employee leads with heart, has integrity, is empathetic, trustworthy and helps others in need.	Use of exceptional care and concern for others. Thinks and acts with others in mind. Has trust of coworkers and Administrators alike.	Care well for others. Thinks of the needs of others on the team.	At times needs to be more empathetic and caring.	Has difficulty interacting understanding and empathizing with others.

Comments: _____

Respect (customer service)	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Minimally Effective	<input type="checkbox"/> Ineffective
Consider the degree to which employee respects and values all people.	Communicates respectfully in all interactions with others. Creates positive working relationships with others while gaining their respect and confidence.	Communicates respect in all support interactions with others.	At times customer service skills require improvement.	Has difficulty interacting understanding and empathizing with others and their support needs

Comments: _____

Collaborative Relationships	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Minimally Effective	<input type="checkbox"/> Ineffective
Consider the degree to which employee interacts and works harmoniously with the public, coworkers, faculty, students, and staff.	Possesses exceptional tact, diplomacy, collaboration, and communication skills. Proper balance of individual performance and teamwork.	Collaborates well with others. Frequently promotes teamwork and harmony.	Needs improvement to have adequate skills at promoting teamwork and harmony.	Has difficulty interacting with people.

Comments: _____

Performance Evaluation (Continued)

What is your overall evaluation of employee?

Highly Effective Effective Minimally Effective Ineffective

Comments:

Current year's goals, progress made on goals and evidence:

Goal 1: _____

Goal 2: _____

Goal 3: _____

Next year's goals:

Goal 1: _____

Goal 2: _____

Goal 3: _____

Comments:

Signature of Employee: _____ Date _____

Signature of Immediate Supervisor: _____ Date _____

Steps for Advancement

Several steps can help you prepare for job advancement. To get ahead in your field of work and to earn pay raises and promotions for challenging roles with more responsibility, use these tips.

- Understand and be able to apply 21st Century skills. (page 70.)
- Always do your best.
- Be a safe, reliable and efficient worker.
- Show a sense of responsibility.
- Follow the directions and advice of your employer.
- Show enthusiasm when working, even when doing unpleasant tasks.
- Accept criticism as a means of improving yourself.
- Be willing to perform extra tasks and work overtime within reason.
- Look into courses and training opportunities that may improve your knowledge and skills.
- Be informed of the types of skills and background needed for promotion and watch for opportunities to advance.
- Maintain a business-like attitude. Get along with everyone. Keep your temper in check, even if someone is rude to you. Be courteous.
- Maintain a pleasant and professional appearance. Dress appropriately for the position and practice excellent personal hygiene.
- 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.

Concerns About Job Status

If you are currently employed and unsure about the future of your job within the organization, communication is key. Ask your supervisor for a private conversation. Share your concerns and ask how you can improve your performance. If there is something you do not understand, ask for clarification. Asking for help can be the best way to save your job.

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

SECTION EIGHT — LEAVING YOUR JOB

Employment Resignation

When you decide to leave a job, you are expected to do the following tasks:

- Tell your supervisor. Your direct supervisor should hear it from you first. Request a face-to-face meeting.
- Be professional and positive about your reason for leaving. You may be leaving for negative reasons or for a higher salary with another organization. Consider saying, “I’m leaving for a more profitable opportunity” or “I have been offered a position with more responsibility.”
- Give the correct notice period. The industry expectation is two weeks. Continue to stay focused and work hard during those two weeks.
- Write a formal letter of resignation. A professional requirement, the letter should include the date your resignation is effective, the position you are resigning from, a short explanation of why you are leaving and share your gratitude for the opportunities and experiences you gained during your employment.
- Offer to help. You can offer to help train your replacement and/or leave detailed instructions on your daily responsibilities.
- Ask for a letter of recommendation and a reference. Ask your manager or supervisor who would say good things about you to future employers. Find more information about asking for a reference on page 26.
- Work your last days with a good attitude to maintain professional relationships.



YOUR NAME

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

April 2, 2020

start at the 2-inch mark

leave 3 blank lines

Ms. Susan East, Owner
S&E Body Shop
1623 Any Street
Anytown, MI 49001

Dear Ms. East:

leave 1 blank line

It is with regret that I inform you I will be leaving my position as a painter with S&E Body Shop. My termination date will be April 16, 2020.

leave 1 blank line

Working for S&E has been a very rewarding experience and I have learned a great deal from supervisor, Frank Jones. Thank you for this opportunity.

leave 1 blank line

Sincerely,

leave 3 blank lines, don't forget to sign the letter.

Your Name

What if You are Terminated?

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

How to Benefit from a Termination

- Grow from the experience.
- Request an exit interview. Identify the specific reasons you were terminated. “You didn’t do the job” is not specific enough. Find out what skills need to be improved. Be professional, tactful and polite. Ask questions. Focus on how you can improve.
- Take responsibility for performance, behavior and attitude. Don’t blame others or make excuses, and do not argue with the employer. This is a stressful time – do not say anything you will regret later.
- Ask about your good qualities. You will likely find out that you are still a good person with good qualities and will leave feeling better.
- Ask for a letter of recommendation.
- Start your new job search. Use the same techniques you did before. It worked once; it will work again.
- Update your resume and cover letter with your recent job experience.
- Brush up on your interviewing skills. Be prepared to explain the positive you.
- Go get another job!

Exit Interviews

Some organizations require an exit interview from employees leaving the company. During this meeting, it is acceptable to give constructive criticism. Be open and honest while answering questions.

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 and Mindy Miller. Contact information: (269) 250-9200, 1819 E. Milham Ave, Portage, MI 49002.



Kalamazoo RESA Career & Technical Education

Formerly Education for Employment

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