

Résumé Writing and Interviewing



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Introduction

Preparation is essential to a successful job search. Listed below are ways to prepare.

- Determine your skills, goals, interests and what you do well.
- Analyze jobs to determine if they are a good fit with your skills and interests and will help you achieve your goals. Research various departments to identify those that have values and goals consistent with your own.
- Identify jobs for which to submit an application.
- Create a professional résumé highlighting your skills and experiences that relate to the specific position(s) which interest you.
- Prepare for the interviewing process.

What Will a Résumé Do for You?

- Create a link between you and the job by focusing attention on your related skills, experiences and accomplishments.
- Provide the hiring manager enough information to emphasize the benefits of selecting you for an interview.
- Supplement the information included on your job application.
- Demonstrate your written communication skills.
- Show your degree of interest in working toward your career goals.

Steps in Creating a Résumé

Several steps in creating a professional résumé will best highlight your skills and experiences. Each step is described in detail on the following pages.

Step One: Brainstorming and List Making

Step Two: Sifting and Sorting

Step Three: Writing One-liners

Step Four: Putting It All Together

Step One: Brainstorming and List Making

This “prework” will be the foundation of your résumé, so allow plenty of time.

1. List your experiences, including the following:
 - Your work experiences, including school activities or those during an internship or other training program
 - Volunteer activities, such as community service
 - Any projects you have completed
 - Specific courses or workshops may be listed, if they apply directly to the position or highlight special skills or abilities
 - Involvement in professional organizations
 - Other related accomplishments such as awards, hobbies, or languages

See pages 6-7 for sample worksheets using these steps.

2. Outline your duties and responsibilities in each experience.
3. List the skills used or gained from each experience.
4. Identify your strengths and the things you enjoy doing. Be specific.

Step One: Brainstorming and List Making

SAMPLE BRAINSTORMING LIST

2001 – Present: Medical Secretary, Division of Neurology

Transcribe medical letters from machine dictation

Skills
communication
(written; spoken)
organizational
transcription

Use word processing software (WordPerfect, IBM PC; Microsoft Word, Macintosh computer)

Coordinate patient appointment schedule for three staff physicians

Communicate with patients and physicians (telephone, letter, e-mail, in person)

Use appropriate forms and procedures

typing
coordinate details
medical terminology

Manage weekly lecture schedule

Reserve standing meeting room

Create and mail schedule

Notify attendees

Obtain lecture title from presenter

Gather data and prepare data sheet for monthly staff meeting to plan ongoing chronic patient care

Write minutes for care plan meetings

Prepare manuscripts for publication

- Type drafts

Edit

Obtain and label photographs

Conduct library research to verify references

Obtain and follow appropriate journal style

writing
editing
follow instructions
and adhere to
procedures
(appointment system,
journal requirements,
institutional
policies)

2000 – Present: Board member, Gift of Life Transplant House

2000 – 2001: Chair, Fundraising Committee

Organize team meetings

Conduct brainstorming sessions

Prepare and present proposal for board review

Compose letters asking for donations

Plan publicity

managing committee
directing projects
teambuilding
public contact
writing
organizing
public speaking
persuasive

Strengths
written + spoken communication
organizational skills
self-motivated
good attention to detail
excellent technical skills
understanding of medical
secretary's role in the
institution
ability to follow through

Step One: Brainstorming and List Making

SAMPLE BRAINSTORMING WORKSHEET

Job or experience: Administrative Secretary

Describe what you did as part of the job or experience

Skills/Abilities

Prepared correspondence and reports using computer software.

Typing
Computer skills
Written communication

Scheduled meetings and coordinated appointment calendar.

Telephone skills
Computer skills
Interpersonal skills
Organizational skills
Verbal communication

Maintained database of job applicant pool.

Computer skills
Organizational skills

Job or experience: Developed Work Unit Web Site

Describe what you did as part of the job or experience

Skills/Abilities

Identified content for Web from customers and colleagues.

Interpersonal skills
Organizational skills
Communication
Teamwork

Designed and developed Web pages.

Planning and organizational skills
Ability to work independently
Computer skills
Web skills

Maintained and updated information on a regular basis.

Computer skills
Organizational skills

Step One: Brainstorming and List Making

SKILLS AND ABILITIES WORKSHEET

Job or experience: _____

Describe what you did as part of the job or experience

Skills/Abilities

Job or experience: _____

Describe what you did as part of the job or experience

Skills/Abilities

Step One: Brainstorming and List Making

IDENTIFYING YOUR STRENGTHS WORKSHEET

Directions: Review the list you just created and take a few minutes to identify those things you do particularly well and the things you enjoy doing. This will help you decide if a job is a good fit for you.

- Things you do well

- Things you like to do

Step Two: Sifting and Sorting

Once your lists are complete, select the information that will be pertinent for your résumé based upon the requirements for the position.

For each of the required skills and abilities in the job posting, select related accomplishments from your “brainstorming” lists.

- Include only the skills that you wish to use in the future.
- Exclude personal data such as age, physical description, family status, or religion.
- Exclude salary requirements.

See page 11 for an excerpt from a sample sifting and sorting worksheet.

Step Two: Sifting and Sorting

SAMPLE WORKSHEET

Job or experience: Administrative Secretary

Describe what you did as part of the job or experience

Skills/Abilities

Prepared correspondence and reports using computer software.

Typing

Computer skills

Written communication

Scheduled meetings and coordinated appointment calendar.

Telephone skills

Computer skills

Interpersonal skills

Organizational skills

Verbal communication

Maintained database of job applicant pool.

Computer skills

Organizational skills

Accomplishments related to your specific skills:

Written communication ←

Write minutes

Compose fundraising letters

Write reports

Organizational skills ←

Prepare proposal

Prepare meeting agenda

Coordinate manuscript and photograph preparation

Manage all aspects of lecture schedule

Coordinate appointments

Collect data

Verbal communication ←

Communicate with patients

Communicate with physicians

Conduct meetings

Request donations

Present proposal

Step Three: Writing One-liners

Using the information from steps one and two, create a one-line description of each accomplishment that will clearly define your skills and experiences. These will be used to expand upon your work experiences.

- Use short, concise phrases that are easy to read and understand. Be consistent with your writing style (see page 13).
- Use action verbs to describe specific accomplishments. Verb tense should be consistent. (Some sample action verbs are listed below).
- Be specific in describing your accomplishments and skills. For example, rather than stating “typed letters,” be more specific by stating “typed medical letters from dictation of three physicians” or “typed reports, spreadsheets, and letters using Microsoft Word and Excel.”
- Avoid first person pronouns (e.g., I, me, my).
- Avoid codes, abbreviations, and jargon unless you know the reader is familiar with these terms.

SAMPLE ACTION VERBS

<i>accomplished</i>	<i>detected</i>	<i>inspired</i>	<i>recruited</i>
<i>achieved</i>	<i>developed</i>	<i>installed</i>	<i>rectified</i>
<i>administered</i>	<i>devised</i>	<i>instituted</i>	<i>reorganized</i>
<i>analyzed</i>	<i>diagnosed</i>	<i>integrated</i>	<i>represented</i>
<i>applied</i>	<i>directed</i>	<i>interviewed</i>	<i>researched</i>
<i>appraised</i>	<i>distributed</i>	<i>introduced</i>	<i>reviewed</i>
<i>approved</i>	<i>earned</i>	<i>invented</i>	<i>revised</i>
<i>arranged</i>	<i>effected</i>	<i>investigated</i>	<i>saved</i>
<i>assessed</i>	<i>encouraged</i>	<i>launched</i>	<i>scheduled</i>
<i>attained</i>	<i>enforced</i>	<i>lectured</i>	<i>searched</i>
<i>awarded</i>	<i>enlarged</i>	<i>maintained</i>	<i>secured</i>
<i>built</i>	<i>equipped</i>	<i>managed</i>	<i>selected</i>
<i>calculated</i>	<i>established</i>	<i>mediated</i>	<i>simplified</i>
<i>catalogued</i>	<i>estimated</i>	<i>motivated</i>	<i>sold</i>
<i>clarified</i>	<i>evaluated</i>	<i>negotiated</i>	<i>solved</i>
<i>coached</i>	<i>examined</i>	<i>observed</i>	<i>stimulated</i>
<i>communicated</i>	<i>executed</i>	<i>obtained</i>	<i>strengthened</i>
<i>compared</i>	<i>expanded</i>	<i>organized</i>	<i>structured</i>
<i>composed</i>	<i>experimented</i>	<i>originated</i>	<i>succeeded</i>

SAMPLE ACTION VERBS (contd)

<i>conceived</i>	<i>facilitated</i>	<i>perceived</i>	<i>summarized</i>
<i>conducted</i>	<i>formed</i>	<i>performed</i>	<i>supervised</i>
<i>constructed</i>	<i>formulated</i>	<i>persuaded</i>	<i>supported</i>
<i>consulted</i>	<i>founded</i>	<i>pioneered</i>	<i>synthesize</i>
<i>contracted</i>	<i>generated</i>	<i>planned</i>	<i>systematized</i>
<i>controlled</i>	<i>governed</i>	<i>prepared</i>	<i>tailored</i>
<i>convinced</i>	<i>grouped</i>	<i>presented</i>	<i>taught</i>
<i>coordinated</i>	<i>guided</i>	<i>prevented</i>	<i>tested</i>
<i>correlated</i>	<i>handled</i>	<i>produced</i>	<i>trained</i>
<i>created</i>	<i>identified</i>	<i>programmed</i>	<i>transformed</i>
<i>decided</i>	<i>illustrated</i>	<i>promoted</i>	<i>translated</i>
<i>defined</i>	<i>implemented</i>	<i>proposed</i>	<i>united</i>
<i>delegated</i>	<i>improved</i>	<i>proved</i>	<i>validated</i>
<i>demonstrated</i>	<i>increased</i>	<i>provided</i>	<i>verified</i>
<i>designed</i>	<i>influenced</i>	<i>recommended</i>	<i>wrote</i>
<i>detailed</i>	<i>initiated</i>	<i>recorded</i>	

SAMPLE ONE-LINERS

Communicated with patients in scheduling appointments.

Communicated with physicians to schedule appointments and resolve problems.

Conducted brainstorming sessions for Fundraising Committee.

Wrote letters requesting donations for Gift of Life Transplant House.

Presented fundraising proposal to Gift of Life Transplant House Board.

Prioritized work of three physicians to meet all deadlines.

Transcribed medical letters and mailed to patients in a timely manner.

Met project deadlines.

Composed minutes for care plan meetings.

Formulated fundraising letters.

Created report for planning ongoing care of chronic patients.

Solicited committee input in planning fundraising activities and publicity.

Assigned team members specific tasks in completing fundraising project.

Chaired Gift of Life Transplant House Fundraising Committee.

Motivated team members to contribute during brainstorming sessions.

Prepared fundraising proposal for Gift of Life Transplant House.

Planned Fundraising Committee agendas.

Coordinated manuscript and photograph preparation for submission for publication.

Managed all aspects of weekly lecture schedule.

Coordinated patient and other appointments for three physicians.

Collected data for report to plan ongoing care of chronic patients.

Step Four: Putting It All Together

SAMPLE RÉSUMÉ HEADINGS

Now that you have identified the information to include in your résumé, you are ready to write and organize it into an effective format. Determine the heading format and categories that you would like to include. Résumé headings contain your name, address, telephone number(s), and e-mail address.

Ellen Rodriguez

343 Charles Avenue
Decorah, IA 52101

(319) 321-5420 (home)
(216) 555-8308 (work)
erodriguez@aol.com

JOHN JONES

222 Maple Street, Solon, OH 44139
jjones@aol.com

(216) 555-9753 (cell)
(216) 555-2321 (work)

ELLEN RODRIGUEZ

826 Elm Street
Cleveland, OH 4416
(319) 321-5420 (home)
(216) 555-8308 (work)
e-mail address: erodriguez@aol.com

Wanda Jones

1513 Elmwood Drive ■ Summit, NJ 01804 ■ (313) 658-4532 (home) ■ (313) 432-2111 (cell)
wjones@aol.com

Step Four: Putting It All Together

POSSIBLE CATEGORIES TO INCLUDE IN YOUR RÉSUMÉ

Category Headings – Basic Requirements

- Education (may also include relevant coursework)
- Work Experience
- Skills and Accomplishments

Optional Category Headings

- Career Objective (see information below)
- Honors/Activities
- Related Experience
- Computer Skills
- Certifications
- Community Service
- References
- Publications/Presentations

Career Objective

You may wish to consider including a career objective or profile statement near the top of your résumé. This provides a quick summary of your career goals or personal attributes and may be appropriate if you are applying for a number of similar jobs in a department rather than a specific position. A career objective ...

- Provides a summary statement of the kinds of positions that interest you and your professional career goals.
- Assists the hiring manager in determining if the open position is a good “fit” with your career goals.

When you apply for a specific position, your career objective should be specific and focused.

Examples:

- Position in a bank management training program leading to the position of lending officer.
- Position as administrative trainee with goal of obtaining an administrative position in health care.

When applying for more than one position at a time, your career objective should be more general. In this situation, not including a career objective is ok since it does not provide the hiring manager with objective information.

Examples:

- Position that uses my creative abilities.
- Entry-level management position with opportunity for advancement.

Step Four: Putting It All Together

SUGGESTIONS AND TIPS

- Include the most important skills and abilities early in the résumé.
- Correct spelling and grammar are critical.
- An ideal résumé is compact and concise.
- A résumé should be pleasing to the eye with lots of “white space” and use of formatting techniques that make it easier to read.
- Exclude personal data such as age, physical description, family status, or religion.
- Use action verbs (see page 12-13).
- Be consistent (spacing, order of information presented).
- Reverse chronological order within categories (i.e., most recent work experience listed first).
- One to two pages long.
- Have someone else review your résumé.
- Attach a list of references or state that they are available upon request.
- You may attach a separate listing of publications, a transcript, or a letter of recommendation.

You can also refer to the Mayo Clinic Jobs Web site at <http://www.mayoclinic.org/jobs-rst/> for additional information about the application process and interviewing tips.

Résumé Formats

You will want to select a résumé format that best highlights your skills, abilities, and interests. Each format offers a unique way of relating skills and abilities to a specific job or career objective.

The most common type of résumé lists your work history in reverse chronological order starting with your most recent position. This format highlights long-term, steady employment and your logical career progression. The disadvantage to this format is that it may be repetitive information if you've had similar positions throughout your career.

You can also format your résumé around the different skill categories that you have obtained throughout your career. This will draw attention to the skills and abilities that you have gained through your experiences. It is easy to tailor this type of résumé to a specific position by matching the skill categories on your résumé to those listed in the qualifications for the position. If you are not able to match your skills to the skills listed in the job qualifications, the position may not be a good fit for you. This format is best suited for individuals with a long work history and doesn't work well for those with limited experience. Some examples of skill categories to highlight are: management experience, organizational skills, communication skills, or administrative skills. For an example of this type of résumé, please see page 21.

Your background and experiences will determine the most effective résumé format for you. In some cases, you may find it more effective to combine the formats to meet your specific needs. The following examples can assist you with choosing a résumé format.

JENNIFER M. WHARTON
1412 Tenth Street SE – Rochester, Minnesota 55904

507-281-5378 (cell)

jwharton@aol.com

SUMMARY

Dedicated physical therapist offering four years of experience in evaluating and treating athletic injuries; excellent communication skills in interacting with physicians, patients and co-workers; solid credentials that include a masters in physical therapy; and CPR/athletic trainer certifications.

CERTIFICATIONS

- Registered Physical Therapist in Minnesota, #1234
- National Athletic Trainers' Association (NATA), #01-4321
- American Heart Association, CPR, expires 2/24/2015

PROFESSIONAL EXPERIENCE

Moorhead State University, Moorhead, Minnesota 10/2002 - Present

Assistant Athletic Trainer

- Communicate with team physicians in treating athletic injuries.
- Supervise and teach student trainers.
- Gather and document data for environmental impact studies.
- Schedule appointments.

Terrestrial Field Studies, Moorhead State University, Moorhead, Minnesota 6/2000 - 9/2002

Biologist

- Ensure compliance with standard operating procedures.
- Conduct audits of environmental conditions and equipment.
- Prepare and audit production records.
- Submit protocols to quality assurance in response to deviation investigations.
- Maintain inventory of materials.

EDUCATION

Mayo School of Health Sciences, Rochester, Minnesota
Master of Physical Therapy, 2000

Moorhead State University, Moorhead, Minnesota
Bachelor of Arts, Biology, 1995

Kevin Kliner

Home address:
28 South Oak Street
Kasson, MN 55944
(207) 243-0982 (home)

Work address:
Cell Biology
Guggenheim 524
extension: 4-0009
Kkliner@mayo.edu

Objective: Research Technologist position with scientific writing

Work Experience

June 1993 - Present **Research Technologist**, Cell Biology Laboratory
Mayo Clinic, Rochester, Minnesota

- Perform tissue culturing
- Produce monoclonal antibodies and identify monoclonal antibodies using the following immunological procedures: ELISA, complement fixation, immunofluorescence, immunoaffinity chromatography, and immunoblot
- Perform natural killer assays
- Perform purification of proteins through chromatography

August 1989 - December 1992 **Laboratory Technician**, Clinical Microbiology
Mayo Clinic, Rochester, Minnesota

- Identify bacteria on general, urine, throat, stool, and blood cultures
- Prepare special media and reagents
- Evaluate new antimicrobial agents establishing standard curves and determining drug levels in various timed specimens

Education

1985 - 1989 B.S., Medical Technology, A.S.C.P. registered
University of Minnesota, Minneapolis, Minnesota

1990 - 1998 Additional classes: Statistical Analysis I, Statistical Analysis II, Introduction to
Computer Programming, Computer Programming 1 (16 credits)
Rochester Community and Technical College, Rochester, Minnesota

Publications and Presentations

Carnes MT, Kliner K, and Jones SA: Purification and biologic characterization of a major Epstein-Barr virus-induced membrane glycoprotein. J Virol 160:729-734, 1996*

Jones SA, Kliner K, and Thompson PT: Enzyme linked immunosorbent assay (ELISA). Lancet 63:1009-1013, 1997*

*Presented paper at American Society of Cell Biologists conference

Elizabeth Downing

704 15th Avenue, NE
Rochester, MN 55906

(507) 281-6437 (home)
(507) 284-1645 (work)
edowning@aol.com

JOB TARGET: Gastroenterology Medical Secretarial Supervisor

WORK/RELATED EXPERIENCE

10/2000 - Present **Board member; chair, Fundraising Committee**
Gift of Life Transplant House, Rochester, Minnesota

- Solicited committee input in planning fundraising activities and publicity
- Assigned team members specific tasks in completing fundraising project
- Prepared and presented fundraising proposal to Gift of Life Transplant House Board
- Wrote letters requesting donations to Gift of Life Transplant House
- Motivated team members to contribute during brainstorming sessions

MAYO CLINIC, ROCHESTER, MINNESOTA

6/1990 - Present **Medical Secretary, Division of Gastroenterology**

- Prioritized work of three physicians to meet deadlines
- Coordinated manuscript and photograph preparation for submission for publication
- Composed minutes for care plan meetings
- Managed all aspects of weekly lecture schedule
- Transcribed medical letters and mailed to patients in a timely manner

12/1988 - 5/1990 **Evening Data Entry Clerk, Information Services**

- Input data on IBM PC
- Prepared computer reports for multiple departments
- Worked independently

9/1986 - 11/1988 **Receptionist, Saint Marys Hospital Administration**

Typed miscellaneous correspondence and reports
Responded pleasantly to inquiries and complaints by patients and staff
Scheduled appointments for six administrators

EDUCATION

Medical Secretarial Certificate
Rochester Community and Technical College, Rochester, Minnesota

REFERENCES (available upon request)

Elizabeth Downing

704 15th Avenue, NE
Rochester, MN 55906

(507) 281-6437 (home)
(507) 284-1645 (work)
edowning@aol.com

CAREER GOAL: Gastroenterology Medical Secretarial Supervisor

QUALIFICATIONS AND ACCOMPLISHMENTS

Management

- Solicited committee input in planning fundraising activities and publicity
- Assigned team members specific tasks in completing fundraising project
- Motivated team members to contribute during brainstorming sessions
- Planned Fundraising Committee agendas

Spoken and Written Communication

- Communicated with patients and physicians in scheduling appointments and resolving problems
- Wrote letters requesting donations for Gift of Life Transplant House
- Prepared and presented fundraising proposal to Gift of Life Transplant House Board
- Composed minutes for care plan meetings

Organizational

- Prioritized work of three physicians to meet all deadlines
- Completed projects to meet deadlines
- Coordinated manuscript and photograph preparation for submission for publication
- Managed all aspects of weekly lecture schedule

Medical Secretarial

- Transcribed medical letters and mailed to patients in a timely manner
- Collected data and created report for planning ongoing care of chronic patients

RELATED EXPERIENCE

6/1990 - present

Medical Secretary, Division of Neurology
Mayo Clinic, Rochester, Minnesota

10/2000 - present

Board member; chair, Fundraising Committee
Gift of Life Transplant House, Rochester, Minnesota

EDUCATION

Medical Secretarial Certificate
Rochester Community and Technical College, Rochester, Minnesota

REFERENCES (available on request)

Cover Letter

SUGGESTIONS FOR WRITING A COVER LETTER

A cover letter accompanies a résumé or employment application. It provides an opportunity to highlight specific skills or abilities and to state your reason for an interest in the position. If applying for an internal transfer, a cover letter may be useful in highlighting your Mayo experiences.

- Identify unique skills or qualifications that match competencies (skills) required for the position.
- Highlight your strong points that relate to the specific job.
- Have a strong, positive opening statement.
- Convey enthusiasm and commitment.
- Be brief and focused; avoid a long letter.
- State how you will follow up.
- Reference your résumé in the letter.
- Include a closing statement.
- Check format, grammar, spelling, and writing style.
- Have someone else review before sending it.

SUGGESTIONS FOR FORMATTING A COVER LETTER

Paragraph One: State your strongest point and the job for which you want to be considered.

Paragraph Two: Explain why you want to work for this organization and why you desire this type of position.

Paragraph Three: Highlight your skills and qualifications which are relevant to this organization and job.

Paragraph Four: State how you will follow up.

Note: The content and focus of your cover letter depends on the number and type of positions you apply for at Mayo Clinic.

Cover Letter

SAMPLE OF AN INTERNAL CANDIDATE

June 14, 2006

Ms. Jayne Dixon
Mayo (19) Gastroenterology

Dear Ms. Dixon:

I wish to be considered for the Gastroenterology medical secretarial supervisory position currently advertised through job-posting. My interpersonal and communication skills and ability to lead others to accomplish goals through teamwork make me an outstanding candidate for this position.

The Gastroenterology Department is of particular interest to me because of the opportunity to interact with a variety of staff members and further develop my leadership skills.

As chair of the Gift of Life Transplant House Fundraising Committee, I have gained experience in managing projects. The degree I recently completed in management development provided me with additional knowledge and skills, which will contribute to my ability to be effective in this position. The enclosed résumé highlights my work experience and educational background.

I look forward to meeting with you to learn more about this position and discuss my qualifications. Thank you for your consideration.

Sincerely,

Elizabeth Downing

Enclosure

Cover Letter

SAMPLE OF AN EXTERNAL CANDIDATE

4419 Apple Lane
Bloomington, MN 55423
June 14, 2006

Mr. Charles Wheaton
Operations Manager
Mayo Clinic
200 First St. S.W.
Rochester, MN 55905

Dear Mr. Wheaton:

The position of technical writer, featured in the *American Technical Writer's Journal*, is of extreme interest to me. My experiences in writing for several newspapers and journals make me an excellent candidate for this position.

Working for Mayo Clinic appeals to me because of its reputation for quality and excellence. This position interests me because of the unique writing experiences it would offer, facilitating the development of new skills.

My undergraduate degree in biology and graduate degree in journalism have prepared me well for this position. I also have extensive experience writing for a number of journals, as outlined in the enclosed résumé.

I look forward to meeting with you to learn more about this position and discuss my qualifications. Thank you for your consideration.

Sincerely,

Barbara Jacobs

Enclosure

Job Interview

PREPARING FOR A JOB INTERVIEW

An important event in the career development process is an interview. A good interview can open the door to many opportunities and experiences. For an individual to be prepared for an interview, he or she needs to be knowledgeable about both himself or herself and the position. This resource has been developed to assist you in preparing for an interview at Mayo Clinic by reviewing the following:

- Assessing your skills and abilities

- Researching the organization and the position for which you are interviewing

- The Mayo Clinic interview process

- Types of interview questions and preparation tips
 - Technical questions
 - Behavioral questions
 - Your questions

- Additional interviewing tips

Job Interview

ASSESSING YOUR SKILLS AND ABILITIES

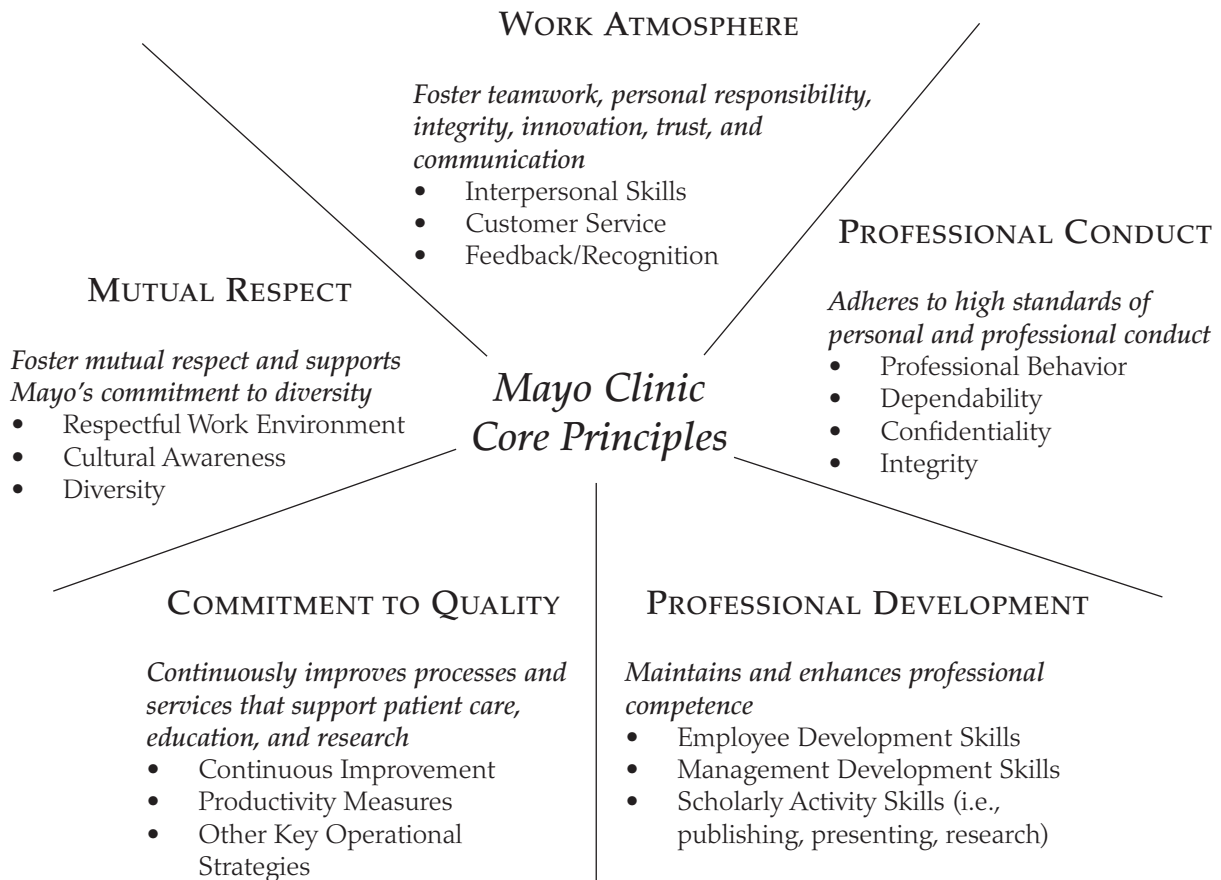
Prior to an interview it is important for you to learn as much about yourself as possible. Identify your skills and abilities by thinking through your work and life experiences. Consider your strengths, areas for development, work style, communication and interpersonal skills, problem-solving abilities, creativity, leadership qualities, work preferences, education and work experiences. Listed below are some questions you might ask to learn more about yourself. Be prepared to cite specific examples.

- What is important to me in a job?
- What are my achievements? Accomplishments?
- What are my strengths?
- What are areas in which I need further development?
- What attracts me to this position?
- What are my short- and long-term goals?
- How do my education and work history relate to this position?
- How do my interests, values, skills, and goals match the job or fit with the organization?
- Why do I feel I will be successful in this position?
- Is this position a good fit with my skills and abilities?
- For what kind of an organization do I want to work?
- Do I work well in a team setting or do I prefer working alone?
- What problem-solving skills do I have?
- Do I perform better in a structured or unstructured environment?

Job Interview

RESEARCHING THE ORGANIZATION AND POSITION FOR WHICH YOU ARE INTERVIEWING

Mayo Clinic’s core principles reflect the fundamental values as to how work is performed at Mayo Clinic. These core principles apply to all Mayo employees and are incorporated into every job description. The five core principles reflect Mayo’s primary value that the needs of the patient come first.

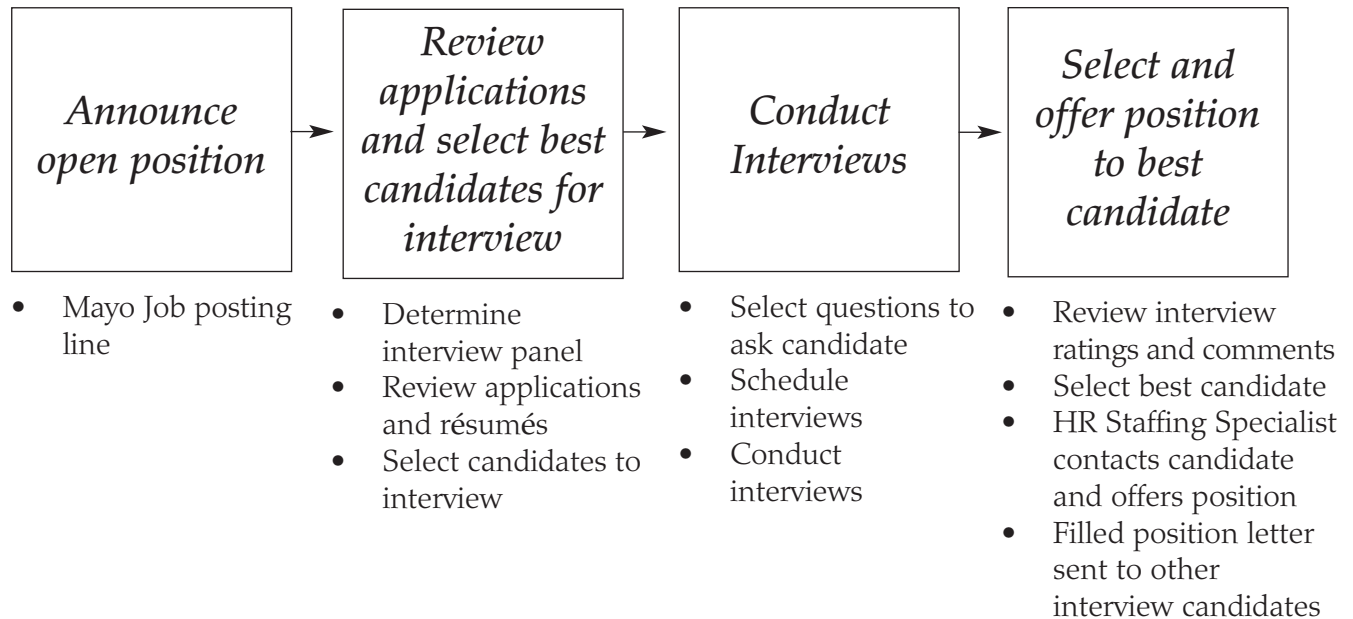


In addition to the core principles, each position description has its own set of job-specific (technical) competencies or duties and related performance expectations to define *what* is accomplished through the job and *how* it is accomplished. Job-specific competencies represent the aspects of the job that rely on specific knowledge, behaviors, and skills. The job-posting summary can be a great source of information about the job-specific requirements and skills for the job (e.g., communication skills, organization).

Job Interview

THE MAYO CLINIC INTERVIEW PROCESS

Before going to the interview, it helps to have an understanding of the interview process. Below is a flow diagram of the top-level view of the Mayo interview process conducted by the hiring manager and Human Resources. The overall process may take several weeks. The specific steps and details of each interview may be different depending on the job.



Interviews at Mayo Clinic can range from one hour to a full-day event. Panel interviews – including three to five interviewers – are common. Find out in advance if you will be interviewed by one person or a panel. This will help you be better prepared.

Behavior-based interviewing is a structured interview process that is commonly used for interviewing at Mayo. All candidates will be asked the same set of questions. The interviewer(s) may read the questions to you and take notes during the interview.

Job offers are generally made to successful candidates within two to three weeks of the on-site interview, but can take longer due to certain circumstances.

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INTERVIEW QUESTIONS AND PREPARATION TIPS

During a Mayo interview three types of questions may be asked. They are technical questions, behavior-based questions and your personal questions.

Technical Questions

Technical questions are based on the job-specific competencies and the specific skills needed to do the job. Below are suggestions for preparing to answer job-specific questions.

- Review the job-posting summary for specific skills of the job.
- Think about past coursework and/or work experiences and how they relate to the job.
- List your strong points from your résumé on a piece of paper and prepare working examples for each.

Strengths	Work Example(s)

Sample Open-Ended and Technical Questions

1. Tell us about your previous work experience.
2. Why are you interested in this job?
3. What experiences have you had that qualify you for this job?
4. Do you have other abilities or experiences that will help you perform the job?
5. Do you have all the necessary licenses or certifications?
6. What do you know about this department? Why do you think you would like to work in this department?
7. What are your career goals?
8. What would be your ideal job?
9. Why are you changing jobs?
10. What did you like or dislike about your previous job(s)?
11. What have you learned from your previous work experiences?
12. Tell me about an area in which you have worked to develop additional skills or abilities.
13. What specific skills do you have related to the job opening (such as computer skills, communication skills, operating certain equipment or machinery, ability to perform specific laboratory tests, etc.)?
14. What computer skills do you have?
15. Tell me why you think you would be successful in this position.
16. What are some of the things in a job that are important to you?
17. Tell me about your school experiences. In which areas did you do best or worst?
18. Tell me about your nonwork activities which might help qualify you for this job.
19. Do you prefer working with others or by yourself?
20. What is the accomplishment of which you are most proud?

Behavior-Based Questions

Behavioral questions are based on the belief that past experiences and behaviors are the best predictor of future performance in similar circumstances. During a behavior-based interview, you will be asked how you handled actual situations in the past. Your answers will help the interviewer(s) decide if you have the skills and abilities necessary to perform the job for which you are being interviewed.

Since behavior-based interviewing requires you to think about past experiences, it may take you a short time to think of a good example for the question being asked. Short silences are expected during a behavioral interview. Don't be uncomfortable or thrown off balance if it takes you some time to think of an example. It is better to spend time thinking and come up with a good example than say the first thing that comes to mind. Below are suggestions to prepare for a behavioral interview:

- Determine the skills and abilities needed to perform the job for which you are being interviewed.
- Think of a specific time when you demonstrated the skill or ability.
- Develop behavioral questions you think might be asked during the interview (see examples below). Practice answering behavior-based interview questions. When answering behavior-based questions, it is important to give specific examples rather than a general answer. Use the SHARE model® to frame your responses.

S Describe a specific **S**ituation.

H Identify **H**indrances or challenges.

A Explain the **A**ction that you took.

R Discuss the **R**esults or outcome.

E **E**valuate or summarize what you learned.

Question	Response				
	Situation	Hindrances	Actions	Result	Evaluation
Give us an example of a difficult situation in which you were able to build team spirit and morale.	I recall a time when communication within my work group had broken down.	The problem was a lack of communication. Things were communicated poorly, and the team's morale was very low.	To resolve the problem, I organized informal lunch meetings for people to discuss relevant issues and incorporated short team-building activities into the unit meetings.	Unit meeting minutes were documented and shared. Created a central document to show updates and project status.	Morale then improved, and we were able to communicate more effectively.

Sample Behavior-Based Questions

1. Give me an example of a time when you handled a customer complaint. Tell me specifically what you did in the situation.
2. This position requires working on multiple projects simultaneously. Give us an example of your experiences organizing and prioritizing projects and tasks.
3. Describe for me a team you have participated on recently. What were the goals and what was your role in helping the team achieve its goals?
4. Give an example of a time when you received negative feedback from a co-worker, your supervisor, or a team member. Describe the situation. How did you respond to the feedback? What was the result?
5. Describe an experience you've had working on a project. Describe the project and your role.

Your Personal Questions

During the interview, you will be asked if you have specific questions you would like to ask the interviewer(s). This is a time for you to get more specific information about the job and work environment. Some potential questions may include:

- What is a day like at Mayo Clinic and in the department?
- Tell me about the orientation and training process.
- What are the goals of the work unit/department?
- What would I be responsible for in this position?
- What are your expectations for a new hire? For someone on the job six months?
- What are you looking for in a candidate to fill this position?
- What are the most difficult aspects of this job? Challenging aspects? Unpleasant aspects?
- What are the most important parts of this job?
- What opportunities are there to grow in this job? With the organization?
- Will you explain and review the work schedule?
- What would my assignments be during the first year on the job?
- How would you describe the work environment?
- What is the overall structure of the department?

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ADDITIONAL INTERVIEWING TIPS

Prior to interview

- When scheduling the interview time, obtain the following information:
 - Time and date of interview
 - The name(s) and title(s) of the interviewer(s)
 - Where to go for the interview
 - A phone number to contact, in case of an emergency
 - Interview schedule (if available)
 - Any specific items the hiring manager would like you to bring (e.g., personal documents, transcripts, résumé)
- Arrive at the interview at least five minutes early.
- Dress in business attire (unless specifically directed otherwise), such as a suit, shirt and slacks, dress, or blouse and skirt.
- Bring sufficient copies of your current résumé, transcript (if necessary), and any relevant publications or other materials.
- If you are planning to give names as references, be sure you let those individuals know the kinds of jobs for which you are applying and what specific kinds of experiences and abilities you would like them to describe.
- If you have an emergency and need to cancel the interview, give notice and follow up to reschedule.

During the Interview

- The interview team may take notes during the interview and they may ask to come back to a specific question, if needed.
- Be specific in your answers.
- Be friendly and honest.
- Don't chew gum.
- Listen carefully. Be sure to understand questions before answering. Ask for clarification if necessary.

- When answering questions, stick to the subject at hand and avoid answering questions with only a yes or no.
- Put off questions about benefits, vacation, and salary until the end of the interview or until you have a firm job offer. You may also be able to obtain this information from Human Resources instead of asking during the interview.
- Make sure that your good points get across to the interviewer, but try to appear factual and sincere – not conceited or boastful. Mention your best qualities in relation to something specific. For example: “I have the ability to organize ... I designed a new cataloging system for our department’s slide library” is much better than saying, “I have strong organizational skills.”
- Act alert and interested. Try to appear relaxed. Many people get nervous at interviews, but avoid letting your hands betray your nervousness – tapping a pencil, twisting hair, etc.
- It is best not to criticize your current/former supervisors, administrators, or employers. If something negative is brought up in the interview, describe your role and responsibilities and what you learned from the experience.
- Do not suggest that you are desperate for the job. This will not improve the possibility of your being offered the job and may convey a negative impression.
- If the interviewer does not offer you information about how the job search is being conducted and when you will hear next about another interview or about the final selection, it is appropriate to ask for the information before concluding the interview.
- Thank the interviewer for spending time with you.

After the Interview

- A brief thank you note may be sent to the interviewer(s). This gives you an opportunity to once again express interest in the job and to briefly summarize why you can do the job.
- Don’t get discouraged if you don’t get the job. Ask for feedback and learn from the feedback you receive. Not all interviews will result in your being hired, but you can use the experience to better prepare for your next interview.

After the Interview

THANK YOU LETTER

A thank-you letter expresses your appreciation for the interview and reaffirms your interest in the position. It should be brief. Bring up something that relates specifically to you and your interview.

Paragraph One: Thank the interviewer for the interview. Mention the position for which you interviewed.

Paragraph Two: Reaffirm your interest in the position and the organization. Submit any information you wish to add to your original application.

Paragraph Three: Express appreciation and suggest further action.

Thank You Letter

SAMPLE INTERNAL MAYO CANDIDATE

June 14, 2006

Ms. Jayne Dixon
Mayo (19) Gastroenterology

Dear Ms. Dixon:

Thank you for interviewing me for the secretarial supervisory position in Gastroenterology. My experience in directing the fundraising efforts for the Gift of Life Transplant House have demonstrated my management and communication skills, which are essential for this position.

I am interested in this position because it will provide challenges and offer an opportunity to be part of an enthusiastic, dedicated team.

I appreciate your consideration and look forward to hearing from you soon.

Sincerely,

Elizabeth Downing

Thank You Letter

SAMPLE EXTERNAL CANDIDATE

3468 First Avenue SW
Rochester, MN 55902
June 16, 2006

Mr. John Holden
Mayo Clinic
200 First St. SW
Rochester, MN 55905

Dear Mr. Holden:

Thank you for interviewing me on April 20 for the physical therapy position at Saint Marys Hospital.

Your physical therapy department is impressive. The equipment is state of the art, and quality patient care is of primary concern to the therapists. I would like very much to join your staff. As you complete your interviewing process, please contact me if I can provide additional information about my qualifications.

I look forward to hearing from you.

Sincerely,

Harry Peterson



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