

Mailman School of Public Health Columbia University Career Handbook

Prepared by Office of Career Services
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Note: The content in this document comes from a variety of sources; much is original to the Mailman School; some was written by Heather Krasna, Assistant Dean and Director of Career Services, while she worked at the Evans School of Public Affairs at the University of Washington, Baruch College (CUNY), or for her own blog; and some was taken from other career services sources with permission/attribution.

Please do not forward this document outside the Mailman School community or post online.

Also note: this document is meant to be fully searchable, and the Contents section (immediately below) hyperlinks to the various sections of the document for quick access to relevant information.

If you have feedback or suggestions for improvement in this document, please email hk2778@cumc.columbia.edu

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Mailman School Office of Career Services

The Office of Career Services (OCS) is committed to supporting Mailman School students and alumni with the career education process. Our services and resources are designed to:

1. Help you develop and refine your career exploration and career management strategies;
2. Provide infrastructure to support successful job searches, both while you are attending school and after graduating; and
3. Effectively market you and the School to many different employers.

OCS Resources

We encourage students and alumni to:

- Schedule an **appointment** with a staff member for career counseling, resume review, practice interview, networking strategy, salary negotiation, etc. Our office is located in the Allan Rosenfield Building at 722 W. 168th Street, suite 1003. To schedule an appointment, visit [CareerLink](#) (see below). For questions, use our general [email](#).
- Read this Career Handbook
- Attend our events (listed in [CareerLink](#)) including workshops, employer presentations, and career fairs;
- Visit our **Resource Room** at 722 W. 168th St, Suite 1003 - which houses a career reference library, computers, printer, fax, scanner and copier as well as a dedicated landline and Skype for phone and web-based interviewing;
- Review our [web pages](#) to become familiar with our career management services and resources, ranging from resume critiques to tips for negotiating job offers;
- Take part in **on-campus recruiting**, when relevant
- Read our **Weekly OCS Announcements** e-newsletter of career events and advice, as well as posted jobs, fellowships, and internships from CareerLink. Current students are automatically subscribed, as are alumni for 6 months after graduation. If you are an alumnus/a **not currently subscribed** who would like to be subscribed, please email msphocs@cumc.columbia.edu
- Take advantage of reciprocity arrangements with other career services units at accredited public health schools nationally, if relocating.
- View a narrated Prezi overview of Career Services at Mailman: <https://prezi.com/52eeswmnen35/graduating-students-presentation-mailman-school-of-public-health-columbia-university/>

Special OCS Resources

- The CareerLink **Resource Library** includes the following resources and much more:
 - **General Career Resources** includes: Comprehensive list of annual, nationally competitive internship programs; list of post-graduate fellowship programs; Mailman Career Service [Video Channel](#); list of funding resources for unpaid internships; tips on networking; tips on LinkedIn; phone interviewing tips;
 - **Global Health & Humanitarian Assistance Resources**: global health-specific resume and interview guides, guide to international jobs in the federal government, multiple resources on United Nations hiring, subscription-based international job boards; refugee aid links, USAID resume tips; global health career videos
 - **Government Job Search**: multiple federal government resume handouts; guides for Presidential Management Fellowship; lists of CDC fellowships; links to lists of government jobs; international relations jobs in government; articles on negotiating federal salaries; workshop handouts on government job search.
 - **PhD and doctoral resources**: ASPPH faculty salary survey; handbook for jobs in academia and industry; downloads on academic and industry job search.
 - **Salary, Employer & Career Research**: 2014 data on Mailman alumni job outcomes; 2014 nonprofit salary data from Guidestar—3,000+ pages of salary data; 17 different salary surveys for specific industries; industry/employer research tools
 - **Consulting & Case Interviews**: Links to 11 example case interviews and case interview workshops
 - **Other articles**: for military to civilian transition; careers in Aging; community-based organizations; EHS; Job search for MDs; Job search for individuals with disabilities; sexual and reproductive health; and more.
- **Other Special Resources include:**
 - **InterviewStream**—embedded in CareerLink (on the left-hand side), a video-based practice interview software.
 - **Look Over My Shoulder**—audio files which can be borrowed for up to 4 business days on a zip drive from OCS, or can be listened to in the OCS Resource Area (room 1003 ARB, M-F 9-5), which have practice case interviews. Email msphocs@cumc.columbia.edu to inquire.
 - **International Career Employment Weekly. Subscription-based job board for global health.**
 - **Free access to [Devex.com](#). (Limited spots available for students in global health).**
 - CareerLink Alumni Networking Database—hundreds of Mailman alumni who have agreed to help current students.

Frequently Asked Questions & Policies

How do I make an appointment?

CareerLink allows students to make their own appointments. To make an appointment with the Office of Career Services, please use CareerLink (for a screenshot by screenshot tutorial, click here:

<https://prezi.com/1k6e6nte3vox/making-the-most-of-mailman-careerlink/> or <http://www.mailman.columbia.edu/students/career-svcs/careers/mailman-careerlink>):

1. If you are a current student or recent grad, log in to CareerLink at <http://myinterfase.com/mailman/student>
If you are an alumna/us without an account, please visit http://www.mailmanschool.org/portal/?appname=downloads&sub_site=alumni to create your account (you will have to log in via the UNI firewall, then click on “Click here to Register” on the following page).
2. Once you log in, click on “Make Appointment” on the left-hand side of the page (under “I want to...”)
3. Filter by the date range (for example, Tues. Aug 19-Monday Aug. 25) to find appointments, then click “Search” (you will then see a list of my dates of availability)
4. Fill in a “Reason for Visit” if you like, then click on the time slot that fits your schedule.
5. Your appointment will now be scheduled and you will receive a confirmation and a reminder email.

How many appointments can I make?

Our appointment policy includes the following:

- CURRENT STUDENTS AND RECENT GRADUATES: During the academic year, currently enrolled students and recent graduates (within one year of graduation) can make up to 2 appointments **per month**. During the summer, there is no restriction on appointments. Exceptions may be made in certain situations.
- ALUMNI: Alumni who are more than 1 year past graduation are encouraged to make appointments with career services during the summer. During the school year (Sept.-May), alumni may make up to 2 appointments with OCS staff **per semester**. Alumni also have free, lifetime access to use CareerLink and attend workshops and career events.

What is your cancellation policy?

- CANCELLATION POLICY: We ask all students and alumni to cancel appointments at least 24 hours in advance to allow others to take the appointment slot.
- NO-SHOW POLICY: Individuals who no-show on 3 appointments will be blocked from making another OCS appointment for one month.

How do I create a CareerLink account?

- Students are given CareerLink accounts, typically a week prior to the first day of school in the fall, and your username and password is emailed to you.
- Alumni prior to 2014 who have never logged in, must create their own accounts. Please visit http://www.mailmanschool.org/portal/?appname=downloads&sub_site=alumni to create your account (you will have to log in via the UNI firewall, then click on “Click here to Register” on the following page). If you have trouble logging in, please email msphocs@cumc.columbia.edu

How long is the wait to see a counselor?

- During busy periods there can be a wait of up to a few weeks for an appointment. Therefore we encourage students to plan ahead and book appointments as far in advance as they can.

Do you have/know a career counselor's schedule?

- Each counselor manages her own schedule.

Do you offer pre-med advising?

- Liz Sung provides some specialized advice for students planning to apply for medical school. However, we also encourage students to visit an admissions professional as well.

Do you have a dossier service (For recommendations)?

- Unfortunately, we do not offer this service.

Steps in the Job Search Process

1. **Self-assessment:** determine your interests, skills, values, mission areas of focus, job functions of interest. Prioritize what is most important to you.
2. **Research and focus** on career pathways and job markets. Read at least 10 job descriptions and make a list of the most commonly mentioned requirements and skills; then identify any gaps between requirements and your own resume. Create a list of your top 20 employers. Do your salary research. Be able to fill in the blanks:

I am seeking a (JOB TITLE: _____) position at (TYPE OF ORGANIZATION or MISSION AREA: _____), ideally at one of the following (LIST OF ORGANIZATIONS: _____), within the following geographic area (CITY/COUNTRY: _____); ideally with the following salary range: \$ _____ and other qualities (other values, such as work-life balance, benefits etc. _____).

3. **Network.** Connect with people who have the type of job specified above and/or at the target 20 organizations. Continue networking throughout your job search and on an ongoing basis. Thank your network, be remembered.
4. **Search.** Prepare your resume, cover letters and LinkedIn profile to target the specific target jobs you are most interested in. Be aware of different resume formats for specific employers (federal government, UN). Apply to positions. Use other job sources (search firms, temp agencies, job fairs, cold calls). Stay organized. Follow up on applications and ask for referrals from your network to increase the odds of being selected for interviews.
5. **Prepare for interviews.** Practice. Research the organization. Write out 6 “problem-action-result” stories to be ready for behavioral interview questions. Make sure your suit fits and is ready to wear. Prepare your references.
6. **Negotiate.** Once you receive an offer, decide whether to negotiate. Find out all the benefits, determine the start date, “seal the deal” on the salary, and get it in writing. Then give notice to your current job, if applicable; and notify Career Services and Alumni Relations of your new role. Celebrate! Thank everyone in your network.

CAREER DECISION-MAKING; Choosing a Job Targetⁱ

Before you start looking for a job, it helps to think about what kind of position you want and what you want to gain from it. To do this, you need to know what factors define a desirable employer for you as an individual. Start by defining your ideal job and your preferred work situation. You need to know your skills and strengths, the areas where your skills need more development, and your work style. **You can [make an appointment](#) with Mailman School Career Services to discuss these issues.**

What is your Preferred Work Situation?

- What **fields or issue areas** are you most interested in? Why? What do you know about these fields and what makes you interested in them?
- **What role, position, assignment, project**, type of work, or length of job are you looking for?
- What kind of work **schedule** are you looking for? Do you seek full time or part time work? Are your hours flexible?
- Which **skills** do you most wish to use or develop? What skills do you already have that you can utilize in a potential job?
- What new **knowledge** or information do you expect to gain from your new job?
- What geographic **location** or commuting requirements do you have? How flexible are they?
- What are your **salary and benefits** requirements? What is the “bottom line” that you need to earn to be comfortable—and what would your ideal be? What are the salaries like in your chosen field? (See salary research section below)
- What information would you like to obtain regarding professional fields and the demands of these fields?
- How do you expect the experience to affect your personal, professional, and emotional growth?
- In what kind of **environment** do you want to work? (outdoors or indoors, traveling, US or abroad, etc.)
- How do you like to spend your work days? (working in groups / independently, working one-on-one with clients, researching, writing, manipulating numbers, etc.)
- Consider hierarchy within various professions. (Do you want to work in a big organization/agency environment with bosses above your bosses? Or do you think you’d prefer working in a smaller organization where most of management reports to the top executive?)
- What else is most important to you in your future career?

Identifying Your Top Skills, Step 1: The “PAR” Methodⁱⁱ

To help identify your top skills, use the PAR technique to write out accomplishment stories. (These stories will also be used in job interviews). “PAR” stands for:

Problem: Think of problems that you have solved – employers love problem solvers. Describe the situation. What were the circumstances? What task needed to be done? Choose achievements you are proud of, or you enjoyed achieving, which are work-related. Don’t pick stories with a negative result, and don’t pick ones that are too personal (i.e. losing 20 pounds!).

Action: How did you analyze the situation? What actions did you take? Go step-by-step and think about what you specifically did—how many phone calls did you make? How did you write your report? What technical skills or statistical analysis did you do? Describe your role – although many accomplishments are achieved through a group effort, you can still claim a personal accomplishment; simply concentrate on what your role was in it. Tell the story using the word “I.”

Result: Describe the result. Quantify your accomplishments whenever possible –even if it is an estimate. Be certain to illustrate the value you would bring to a future employer. Choose results that illustrate your specific skills as they are relevant to future jobs. Make sure you address how you solved the original problem.

Because employers are looking for candidates who can organize their thoughts clearly and concisely, each vignette should last no more than 3 minutes.

Example 1: **PROBLEM:** I joined the Mailman School Student Organization when I was a first year student and realized that it was running a deficit. **ACTION:** I campaigned to become treasurer in order to improve the situation. I was elected and implemented an on-going cost reduction program coupled with monthly bake sales to raise funds. **RESULT:** As a result, the organization is now fiscally sound, and is known for its great cookies!”

Example 2: In my role as an administrator in a research lab, I was in charge of ensuring confidential records were carefully maintained, for an office with up to 10 clinical trials running at one time, with up to 50 patients each. **PROBLEM:** I soon realized that it was taking over a week to get all the information filed, and sometimes there were misfiled records, which could actually lead to negative audits or even the loss of our license, which could be a disaster. **ACTION:** I analyzed the process of filing, and researched several databases that could manage some of the paperwork we were doing by hand. I selected one of the databases, implemented for everyone on the team, customized the settings, and trained the staff. **RESULT:** Within only a month, our turnaround time was cut in half while our accuracy increased 25%.

Take a moment to write out at least 3 PARs below. It is recommended to write at least six total.

PAR #1

PROBLEM:

ACTION:

RESULT:

PAR #2

PROBLEM:

ACTION:

RESULT:

PAR #3

PROBLEM:

ACTION:

RESULT:

Identifying Your Skills: Step 2

Once you have written your PARs, now use the check list below to check when you have used these skills. Look for repeated use of particular skills.

INTERPERSONAL/LEADERSHIP SKILLS	PAR 1	2	3
Client service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Persuading, motivating, or selling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervising, delegating and evaluating people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working in teams/groups collegially	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coaching, mentoring, or counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teaching or training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilitating meetings or discussions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Negotiating or resolving conflicts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Representing others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMUNICATION SKILLS			
Public speaking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speaking clearly and concisely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Writing and editing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising/ grant writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INFORMATIONAL/RESEARCH/IDEA SKILLS			
Qualitative research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quantitative and statistical research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interviewing for research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing new programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing evaluation strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analyzing problems and identifying solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Imagining or creating new ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Starting up, initiating or establishing new organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Forecasting, predicting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Memorization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ORGANIZATIONAL/ MANAGERIAL SKILLS			
Organizing information and data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taking instructions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Managing details	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing finances and budgeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Events planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing or running an organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordinating tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enforcing policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identifying resources (including personnel, financial)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing time, being punctual, and meeting deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning; setting and meeting goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PHYSICAL SKILLS

Working with machinery, tools, or instruments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skills with materials (crafting, sculpting)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Constructing or building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gardening or outdoors skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

KNOWLEDGE / CONTENT / TECHNICAL SKILLS

Specific “industry” knowledge/ exposure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foreign Languages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computer skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Design or art-related skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scientific, mathematical or engineering knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other technical skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Which skills did you use the most? List your most frequently-used skills here:

Which of these skills do you most *enjoy* using?

Do a search in Indeed.com using one or more of these skills as a keyword. What job descriptions do you find?

Do a search of LinkedIn with these keywords. Look at people’s profiles in your field and at their “Skills” section. Click on a Skill on someone’s profile to see a list of other, related/relevant skills and other people with similar skills. What professionals do you find?

Which employers most frequently hire people with these skills?

Identifying your Vision & Mission

Write down: In what way do you want to make the world a better place?

Why is that important to you?

Why is *that* important to you?

In 15 words or less: what is your mission?

Alternatively, prioritize in order of importance, the following items:

MISSION/ISSUE AREAS

- Being able to advocate for others
- Being in a creative environment or using my creativity
- Bringing justice to the world
- Improving the lives of children, the aging, women, LGBTQ, people of color, other specific populations
- Protecting the environment
- Making people healthier
- Working on international issues
- Researching policies
- Finding better ways to deliver healthcare
- Finding process efficiencies
- Building better cities and communities
- Education
- Increasing knowledge
- Finding root causes of problems

VALUES

- Having colleagues I can get along with
- Having a good supervisor (supportive, collegial etc.)
- Having a comfortable work environment
- Good location/commute (i.e. commute under _____ minutes)
- Variety of work on a daily basis
- Good salary (defined as: _____)
- Good benefits (defined as: _____)
- Having time to spend with family (work/life balance, defined as: _____)
- Working in groups
- Having independence
- An organizational culture that fits my personality (defined as: _____)
- Job security
- Using my favorite skills
- Learning new skills
- Having prestige or gaining recognition
- Maintaining spiritual or other values

Now that you've listed some of your top skills, missions and values. Now use the grid below (from Richard Nelson Bolles' *What Color is Your Parachute*) to prioritize which of these are most important to you. Compare each item to each of the other items and imagine a scenario where you are forced to choose between the two items. Circle the number corresponding to the item you selected, in the boxes on the left. Then count the number of times you've selected each item—the ones you've chosen the most are your top priority.

SECTION A
Before Prioritizing—
Items in any order

SECTION B

SECTION C

SECTION D
After Prioritizing—
Items in final order

1
2
3
4
5
6
7
8
9
10

1 2
1 3 2 3
1 4 2 4 3 4
1 5 2 5 3 5 4 5
1 6 2 6 3 6 4 6 5 6
1 7 2 7 3 7 4 7 5 7 6 7
1 8 2 8 3 8 4 8 5 8 6 8 7 8
1 9 2 9 3 9 4 9 5 9 6 9 7 9 8 9
1 10 2 10 3 10 4 10 5 10 6 10 7 10 8 10 9 10

1 2 3 4 5 6 7 8 9 10

△ Item number
○ How many times circled
□ Final rank

Prioritizing Grid for 10 Items

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MAILMAN SCHOOL CAREER PLAN SELF-ASSESSMENT

The Office of Career Services (OCS) provides career advising to help you become familiar with various fields, articulate your goals, polish your written job search materials, sharpen your personal presentation skills and create a job search plan.

PLEASE COMPLETE THIS WORKSHEET AS BEST YOU CAN BEFORE YOUR APPOINTMENT TO FACILITATE DISCUSSION WITH THE ADVISER AND MAXIMIZE THE BENEFIT OF YOUR ADVISING SESSION. **(PLEASE BRING A RESUME or CV WITH YOU TO THE ADVISING SESSION.)**

Name:

Degree (and Certificate/Track if applicable):

Department:

Expected year of graduation:

I. Self Assessment

1. What are my strengths (include knowledge, skills, and abilities)?

2. What are my weaknesses?

3. What are my short-term career goals (1-2 years in future)?

What are my longer-term career goals (5-10 years in future)?

4. What are my lifestyle considerations and interests (i.e. location, money, work/life balance)?

II. Targets

1. What types of jobs am I looking for?

a. Position titles (list 1-3):

b. Job functions:

c. Job description (activities/responsibilities):

d. Skills required:

e. Work values/work environment:

2. Industry/Sector/Mission Area

3. Companies'/Organizations' Names (list 3-6):

III. Career Questions

To be discussed during your career advising session in OCS (Circle those most relevant):

1. Resume or cover letter review
2. Job search strategy
3. Career goal-setting/clarification
4. OCS resources
5. Interview questions
6. Negotiation and offer concerns
7. Other:

What are your main questions for your appointment?

.....

Homework Assignments/Next Steps

Gathering Information About Careers

Once you have thought about what is important to you in a career and what your values are, it is important to research the various careers and fields that might be a good fit for your background. There are many possible ways to go about this.

- Utilize resources in the Office of Career Services at 722 W. 168 St Suite 1003. Check the Mailman School [website](#) and resource room books to find a wealth of information on public health careers.
- Read:
 - 101 Careers in Public Health <http://www.amazon.com/Careers-Public-Health-Beth-Seltzer/dp/0826117686>
 - Jobs That Matter: Find a Stable, Fulfilling Career in Public Service http://www.amazon.com/Jobs-That-Matter-Fulfilling-Service-ebook/dp/B0087DF300/ref=dp_kinw_strp_1
 - Websites <http://whatcanidowiththismajor.com/major/public-health/>
 - <https://www.mailman.columbia.edu/become-student/career-services/students/careers-public-health>
 - Apha.org
- Read job descriptions listed in Mailman [CareerLink](#), the OCS Weekly Announcements, and other job listings (see lists of job announcements below). Start keeping track of those jobs that seem to be interesting for you. A career journal or notebook is one way to do this; or you may start an Excel file or Google document of job leads.
- Explore Online. There are great resources online to help you investigate and identify careers that suit your interests, skills and personality. The following are some of the better sites for occupational information:
 - What can I do with a public health degree? [Website](#)
 - [Occupational Outlook Handbook](#) - This premier site is maintained by The US Department of Labor Statistics. This extensive guide to careers contains job profiles, training and education requirements, salary potential, and job outlook for the future. <http://www.bls.gov/oco/>
 - [O*Net Online](#) - O*NET, the Occupational Information Network, is a comprehensive database of worker attributes and job characteristics. As the replacement for the Dictionary of Occupational Titles (DOT), O*NET will be the nation's primary source of occupational information. <http://online.onetcenter.org/>
 - See the additional websites at <http://www.mailman.columbia.edu/students/career-svcs/strategies/websites-interest> for more information
- Look at the Mailman School's employment statistics at <http://www.mailman.columbia.edu/students/career-svcs/employers/employment-metrics> to get a sense of where other recent Mailman School graduates have obtained employment.
- Join a professional association or organization (see below) <http://www.mailman.columbia.edu/students/career-svcs/strategies/websites-interest>
- Conduct informational interviews (see networking section below)
- Read profiles of people doing interesting jobs on LinkedIn to see their career trajectory (see LinkedIn tips below). Search for Mailman alums at linkedin.com/alumni
- Attend on-campus events and presentations (listed in CareerLink)
- View Mailman School Career Workshop videos at <http://tinyurl.com/ocsvideos>
- Attend conferences on or off campus
- Consider volunteering (visit idealists.org and guidestar.org for nonprofit volunteer listings)
- Contact faculty to ask about research assistantships: <http://www.mailmanschool.org/experts/view.asp>

Some Examples of Mailman School Alumni Careers

Mailman School graduates are prepared to assume a wide array of professional positions. A small sampling of **post-graduate career options** includes the following:

- A **Biostatistics** graduate might pursue opportunities as a data manager at NYU or Columbia University Medical Centers or the New York State Psychiatric Institute, a statistician with one of the many biotech firms in the Cambridge/Boston area or a research biostatistician/ statistical programmer in the pharmaceutical industry or with a governmental agency or not-for-profit organization.
- An **Environmental Health Sciences** alumna might accept a position as an analyst with the Environmental Protection Agency in Washington, DC or NYC, a research scientist with the NYC Department of Health and Mental Hygiene, a scientific/regulatory consultant with a NJ-based scientific consulting or VA-based environmental consulting firm, or a researcher with Memorial Sloan Kettering Cancer Center in NYC or Howard Hughes Medical Institute in Boston, MA.
- An **Epidemiology** alumnus might follow his or her dream of a career in surveillance with the Centers for Disease Control and Prevention in Atlanta or the San Francisco, CA Department of Public Health, a career in research with Pfizer or Memorial Sloan Kettering Cancer Center, or a post-graduate fellowship with the NIH in Maryland, the Council of State and Territorial Epidemiologists at various locations in the United States or the Kaiser Family Foundation in Menlo Park, California.
- A **Health Policy and Management** graduate might pursue opportunities in health care administration with the NorthShore - Long Island Jewish Health System in Long Island, NY, the Mayo Clinic in Rochester, MN, or Kaiser Permanente in California, health policy/public health analysis with a state agency in Hartford, CT, the DC Department of Health Care Finance or the Centers for Medicare and Medicaid Services in MD or health care consulting with a NYC or Boston-based consulting firm.
- A **Population and Family Health** graduate might be recruited for a position as a Program Coordinator with the Population Council in NYC, accept a position as a monitoring, evaluation and research associate with EngenderHealth in NYC, pursue an opportunity as a Presidential Management Fellow with the NIH in Bethesda, MD or HUD in Washington, DC or become an HIV Specialist/Trainer with UNAIDS in NYC.
- A **Sociomedical Sciences** alumnus might accept an opportunity as a research project manager or research analyst at the New York State Psychiatric Institute or the National Center for Children in Poverty in NYC or a project coordinator in the monitoring, evaluation and research unit of a not for profit in California, be recruited as a health and welfare associate at a NYC metropolitan area consulting firm, or develop policy at a municipal Department of Aging or the National Latina Institute for Reproductive Health in NYC.

For additional department-specific career paths, click on the departmental links above.

For full employment statistics, visit this page: <http://www.mailman.columbia.edu/students/career-svcs/employers/employment-metrics>

For a partial list of employers who recruit at the Mailman School, Visit <https://www.mailman.columbia.edu/become-student/career-services/facts-figures/employers-recruiters>

Generating a List of Target Employers and Job Descriptions

In order to focus your job search and network efforts and build a targeted resume, it is a worthwhile exercise to create a list of your top 10 to 20 employer organizations. To generate this list:

1. Visit LinkedIn and do an Advanced Search (click “Advanced” on the top right-hand side of the screen), and type in keywords or job titles, and delimit by zip code or country as desired. On the search results page, on the left hand side of the screen, you will find a list of the top 5 employers who have the largest number of staff with the keywords you searched for.
 - a. For example, a search of “epidemiologist” within 50 miles of NYC shows the top 5 employers are NYC Department of Health & Mental Hygiene; Pfizer; Columbia University; Westchester Medical Center; and Centers for Disease Control and prevention.
 - b. A search of “maternal and child health” with no zip code shows the largest cities in the USA employing people with this keyword are Washington DC, followed by New York, Boston; and the largest employers are WHO, UNICEF, CDC, USAID, and Kaiser Permanente.
2. If seeking nonprofit jobs, do an advanced search of Guidestar.org. Create an account (free) and then do an advanced search, delimiting by state and issue area. Then sort the results by revenue. You will then generate a list of the largest organizations focused on this issue area, in order of size.
3. For US Government agencies, visit [this site](#) for a downloadable list of agencies, mission descriptions and links.
4. Use professional associations and job boards to review which organizations post jobs with the keywords you are interested in. (see below for a list)
5. Expand your target list by using the Related Search in Google (visit <https://prezi.com/rxtxs-trhdce/boolean-xray-and-related-search-for-job-seekers/> for tips); Google related:yourwebsite.com
6. Once you have generated your target list, do further research on Hoovers.com (gain free access via Columbia or public library) and Guidestar.org to find out the total revenue of the organization and the total number of staff.
 - a. If each organization on your list is a small nonprofit with less than 50 staff, ask yourself whether you might need to expand your list.
 - b. Create a Google alert to learn about the sector and industry you are focusing. Are budget cuts affecting the sector? Are large retirements expected soon? If your specific sector is highly competitive, consider expanding your list.
7. Once you have generated your target list, visit Glassdoor.com to learn about the culture of each organization (keeping in mind the reviews are sometimes slanted). Try to find contacts for networking at each organization (see below). Sign up for job alerts for each organization or visit their job website weekly.

List your top 10 organizations in the following format:

Organization Name	Annual budget	# Employees	Location(s)	Mission/ Sector	Possible Jobs	My contacts
NYCDHMH	\$1.5 billion	5,405 (600 less than 2009)	New York, NY	Public health/Local Gov.	Researcher; Epidemiologist	Jane Doe, LinkedIn
Pfizer	\$59 billion	116,500	New York, NY; Global	Pharma/ Corporation	Biostatistician	Bill Smith, recruiter
NY-Presbyterian	\$3.2 billion	18,000	New York, NY	Hospital/ Nonprofit	Health Quality Manager	Bob Jones, alum
Save the Children	\$600 million	Approx. 3,000	Westport, CT; Global	International NGO	Monitoring & Evaluation	Sally Brown, alum
Doctors without Borders	\$1 billion	30,000; about 8,000 are expats, most EU	Paris, France	International NGO	Epidemiologist	Ali Farzhan, recruiter

“Target Job Deconstruction”

Another exercise (created by Martin Yate of the “Knock ‘Em Dead” book series) is to read at least 10 job descriptions in your sector. Copy and paste them into Word and highlight repeated phrases, especially in the requirements or duties section of the description. You can also paste them into Wordle.net, a word cloud generator, which will make repeated words look bigger. These are the keywords to include in your resume.

Organizing and Tracking Your Job Search

The more you apply for jobs, reach out to networking contacts, and follow up on opportunities, the more job interviews you will get. Keeping up a certain momentum is crucial—until you actually have accepted and finalized a job offer, you cannot stop applying to new jobs. Each time you apply, interview, or have a networking meeting, there will be follow up items to manage.

To stay organized and motivated, we recommend:

- Setting aside a specific time each week or each day to focus on a particular aspect of your job search, such as reading job postings, reaching out to networking contacts, preparing for interviews, or attending events.
- Consider asking a friend or classmate to be a job search “buddy” and meeting each week to ask for progress updates on your job search, to hold yourself accountable for your job search volume.
- When in doubt, apply for the job. If you don’t apply, your chance of getting the offer is zero. If you think there is even a small chance you would take the job, and you have the time to apply, it may be worth applying.
- Creating a folder on your computer for each job you apply to.
- Copying and pasting each job description into Word and saving into the correct folder.
- Saving the resume and cover letter you submitted for each job into the correct folder.
- Tracking your applications and networking in an Excel file or Google doc, or using a system like jibberjobber.com to keep track of the following:

Name of Organization	Job Title	Hyperlink	Contact person (if known)	Date applied/last contact	status	Next steps
Westat	Data Analyst	Westat.com/jobs/analyst	Jane Doe, LinkedIn	8/6/2014	No response	Follow-up call 8/15/14
Deloitte	Consultant	Job ID#9876 in CareerLink	Bill Smith, Recruiter	7/15/2014	Initial screening interview 8/1/14	Thank you note; follow-up 8/14/14
EngenderHealth	n/a	n/a	Sally Jones	8/1/14 (informational interview)	Sent thank you 8/1/14	Follow up 8/30/14; reach out to 3 new contacts

Articles:

Top 4 Ways to Organize your Job Search <http://heatherkrasna.com/2011/12/28/organizing-your-job-search/>

Following up on Jobs You’ve Applied for <http://heatherkrasna.com/2011/04/06/following-up-on-jobs-youve-applied-for/>

Follow-up During the Job Search <http://heatherkrasna.com/2010/09/01/follow-up-during-the-job-search/>

Pick up the Phone <http://heatherkrasna.com/2011/02/16/pick-up-the-phone/>

How to Politely Nudge Recruiters <http://heatherkrasna.com/2013/02/06/how-to-politely-nudge-recruiters/>

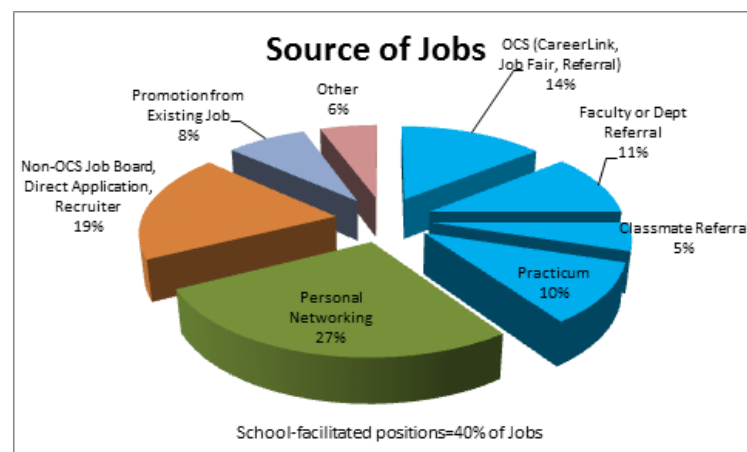
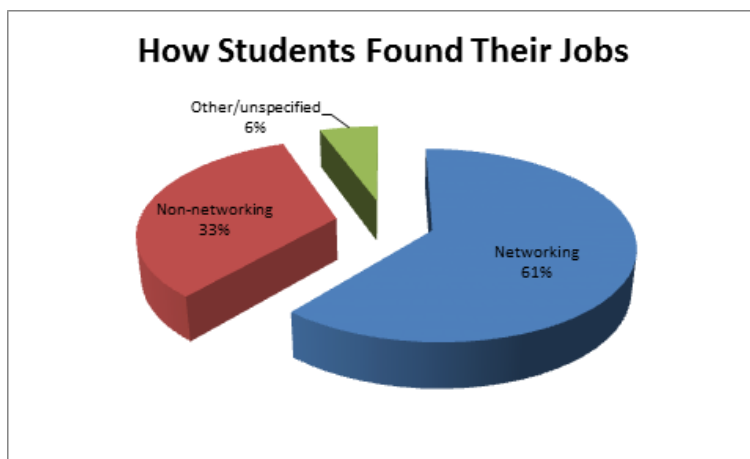
The 9 Week Job Search <http://heatherkrasna.com/2013/03/13/the-9-week-job-search/> (Demonstrates a high-volume job search with over 120 job applications, 45 informational interviews, and interviews for 35 different jobs in 9 weeks)

NETWORKING

Networking is a crucial element of the career development/management process and is based upon establishing contact and cultivating relationships with individuals who can help you identify employment opportunities—without directly asking for a job. These individuals can include friends, acquaintances, neighbors, relatives, alumni, professors, student peers, co-workers, professional colleagues, clergy, politicians, and others in your field of interest.

Why do it?

Surveys have shown that between 63% and 84% of all job hunters obtained their positions by networking, whereas 11% found them by answering ads and 2% through unsolicited resumes. Networking is more effective than other methods because it helps identify opportunities in the "hidden" job market - jobs known to only a few individuals within an organization or not heavily advertised. In addition, qualified candidates who apply for positions and also have an internal referral—someone within their target organization, or known to the hiring manager, who can recommend them to the hiring manager—often have a much greater chance of being selected for an interview. Some organizations even have an "internal referral" program whereby current employees can be financially rewarded for referring people they know to jobs inside the organization. Lastly, networking allows job-seekers to obtain "insider" information about organizational culture and career pathways, expand their network through further introductions, and get feedback on their resumes that can be obtained no other way. Based on the 2014 post-graduate employment survey, here is how Mailman School class of 2014 graduates heard about their jobs; as you can see, only 19% found them purely online:



Networking Tips/Strategies

- Make networking a way of life, a social skill that you practice every day.
- Stay organized. Keep track of whom you have contacted, how, when, and the outcome of the contact. Use Google docs or Excel.
- Develop a brief introduction that identifies who you are and clarifies your career goals.
- Ask for and conduct Informational Interviews (see section below).
- Think of how you can benefit your network—by sharing articles, listening to their career stories, referring friends for positions that aren't a fit for you, and introducing people to each other.
- Request a business card from each individual with whom you meet; and connect on LinkedIn.
- Continue to build your contact list, even after you have found a job.
- Join a professional organization and make use of its membership directory (see below for a list).
- Be a good networking referral yourself after you have secured a position. Reciprocity goes a long way.

Informational Interviews

Informational interviewing is the process of talking with others to gather career-related information. It supplements and enhances your basic research by providing first-hand information on a preferred job, industry, or organizational culture.

Don't Ask for a Job. It's crucial to note—you should not ask for a job in an informational interview. Instead, focus on building a relationship, expanding your knowledge of the organization, expanding your network, and improving your job search strategy. If you are fortunate and make a good impression, the contact person will offer to help you find a job without your needing to ask.

Why not just ask for a job? Asking someone you barely know for a job puts them in an uncomfortable situation. They are far more likely to simply refer you to their organization's website or HR department—and then you will lose the opportunity to create a relationship. Instead, focus on getting advice and building connections.

Show Gratitude. Start by thanking the interviewee for their time. Give them a little background on yourself and your interests. Then, be ready with a lot of questions. At the close of your meeting, express again your appreciation for their time, and ask if you can follow up/stay in touch.

Think of it as a Qualitative Research Study. You are gathering information from key people who will be able to help you determine your future career goals, understand the challenges and opportunities in different career fields, and give you a rich source of data to help you with career decision-making. If you are nervous, reframe the process as your own qualitative research project.

Goals Of The Informational Interview

There are 4 basic things you want from an informational interview—the “FOUR R'S OF INFORMATIONAL INTERVIEWS” (Adapted from the book *The Savvy Networker* by Ron & Caryl Krannich):

1. **Research:** information about the organization, sector, trends, realities of the job etc. Note—you should do your basic research on the organization, sector/mission area/industry, and the individual you are meeting, before your meeting. However, through informational interviews, you are able to gather information you could never find on an organization's website.
2. **Referrals:** You also need to expand your network and build as many contacts as you can at your target organizations.
3. **Read/Revise Your Resume:** Ask for feedback on your resume (without asking for a job)
4. **To be Remembered positively, and (ideally) be Referred or Recommended for jobs, which significantly increases your chances of obtaining interviews.** It is a much smaller world than people think. Your reputation will precede you. How you conduct yourself in classes, on your internship, and during networking interactions can make the difference between having strong referrals or not. If you conduct yourself inappropriately during the networking process, you can not only develop a bad reputation for yourself, you can also burn bridges for other students—the contacts you reach out to may be unwilling to help future students due to a prior bad experience. To be remembered positively:
 - a. **Prepare carefully** for your meeting. Research the individual and the organization. Don't waste time on questions you could have easily answered by reading their website or doing basic research on the career field.
 - b. **Show up on time** for your meeting. Be prepared with questions. Also, dress for the interview as you would for a job interview. You don't necessarily need to wear a suit, but be at least dressed business casual (button-down shirt, dress pants/skirt); if visiting someone in a more formal organization, consider dressing more formally.
 - c. Offer to buy the person's coffee. They will likely decline, but it's important to offer.
 - d. **Respect your interviewee's time.** When you see that you have 5 min left, acknowledge the time and let them know that you just have 1 or 2 more questions. If you are lucky, you can stay longer than the 30 minutes—at their invitation.

Getting An Informational Interview

Who can I approach for an informational interview?

Choose people who work in your target profession/industry and/or job function. Don't only reach out to the top executives—anyone in your target organization may be able to refer you or help you in your search. You can aim for executives, but be highly prepared for the conversation. You may want to start with people you already know: colleagues/coworkers, faculty, classmates, friends, family members etc.—as long as they know people in your target field or ideally work in the field itself. Additionally, think of others you have something in common with—alumni, people who attend the same undergraduate programs, people with a similar career background. Here is a list of resources:

- Columbia University [Regional Alumni Clubs](#)
- CareerLink Alumni Networking Database—hundreds of alumni who have agreed to help current students (housed in CareerLink)
- Our Recent Grads database <http://www.mailmanschool.org/portal/?appname=graduates>
- Mailman School [LinkedIn Group](#)
- Columbia University [LinkedIn Group](#).
- Do a search on LinkedIn for alumni at www.linkedin.com/alumni
- Columbia University [Alumni Directory \(available after graduation\)](#)
- Your undergraduate Alumni Directory and LinkedIn group.
- Alumni panels and mixers on campus.
- Professional Associations (see below for a list)
- Conferences and events (like the APHA conference)
- Career Fairs.
- Washington-DC Career Week—the Mailman School has begun arranging a spring break tour of DC with site visits to employers in the area and opportunities to meet numerous Mailman School alumni.
 - If you plan to be based in Washington, DC for the summer, send an email in May requesting to be added to the Washington DC events e-mail list, managed by the Columbia Office of Government and Community Affairs, to kb2332@columbia.edu.

Why will they want to talk to me?

Many people also want to “give back” to individuals who are starting a new career because they themselves have benefitted from informational interviews in the past. This is especially true for people in your same profession or fellow alumni from your school. While current students often also have an advantage because they garner even more sympathy from working professionals, anyone in career transition can obtain an informational interview. Many people are flattered to be told they are an “expert” on their career, and many enjoy talking about themselves. *Think of your request for an informational interview as a gift you are giving the other person: the gift of feeling important and flattered, of being able to talk about themselves to an eager audience, and of giving them the opportunity to feel good by helping someone—and possibly of helping find a great new employee (you!).*

How do I request an informational interview?

If you already know the contact person, reach out how you normally would (phone, text, email, etc.). If it's someone you don't know, write a brief email (or LinkedIn message), mentioning:

- How you found the person's name (i.e. from a mutual friend, alumni directory, LinkedIn search, meeting them briefly at a conference)
- Why you're reaching out—it's a good idea to say you are hoping to get their advice because you feel they are an expert in their field; and you are considering entering a profession like theirs (a little flattery never hurts!).
- A specific request to meet in person (or by phone, only if you live in another city) for 20-30 minutes at their convenience. Give a specific time frame for the meeting, i.e. within the next two weeks, and if you have certain dates and times you are available, provide those and ask the person to choose a time that works for their schedule. Be willing to travel to the contact person's location.
- How they can contact you

Be grateful and courteous—they are volunteering to help you.

Sample Informational Interview Request Message

Dear _____:

I am a recent graduate of the Mailman School of Public Health, and I got your name through Professor Jane Smith, who mentioned that you would be a perfect person for me to speak to about a career in healthcare finance because of your expertise in the field.

In June, I received my Master of Public Health with a specialization in Healthcare Administration. My goal is to apply this degree along with the experiences acquired through internships in two hospitals, as well as my thesis research on the Affordable Care Act, to obtain a position in healthcare finance.

Would you be willing to speak with me briefly, in person or over the phone for 15-20 minutes, so I can learn about your career at XYZ Finance Agency and gain some career advice? I am very interested in hearing about what you do, how you got there, and if you have any advice for someone looking to enter this field.

My schedule is flexible, and I am happy to work around your availability to meet in the next two weeks. I can be reached at 917-998-0000 or interested.student@columbia.edu. Thank you in advance for your time, and I look forward to speaking with you soon.

Sincerely,
Jane Jones

Questions to Ask in an Informational Interview

Research

- How did you get into this field? (Read the person's bio in advance and don't ask basic questions). How do people typically get started in this field?
- If there's such a thing as an average week, what is it like for you?
- What do you like the most about your career field, and what is the biggest challenge?
- What are typical entry, middle, and senior level positions in this field (or organization)?
- What factors are hiring decisions in this field based on? How does one find out about job openings? Are there any particular things to know about how your organization does its hiring?
- What is the work environment like in your organization? How would you describe the culture?
- Who do you interact with/work with most often?
- What are the salary ranges for entry, middle, and senior level positions in this kind of work?
- What competencies are necessary in your job (writing, presentation, qualitative, quantitative)?
- What is the work schedule like, typically? How much travel is there?
- If you had to do it all over, what, if anything, would you do differently in terms of your education and your career choice(s)? Is there anything you wish you had known about this field before entering it?
- Were there courses you took while in graduate school or on-the-job that you found particularly helpful?
- What are some of the current trends in this sector? What do you see as the future of this sector for the next 3-5 years?

Get Referrals

- I've brought a list of 10 of my target organizations (of course, yours tops my list, but I am trying to build as many connections as I can). Do you know anyone in particular at any of these organizations? If so, would you be willing to introduce me? Can I use your name to introduce myself to them? Have I left any organizations off my list?
- Do you know anything about the reputations of the organizations on my top 10 list?
- What other organizations are doing the most innovative work right now?
- What are the biggest trends in this field?
- What professional associations are connected to this field? What blogs or journals should I read? Are there networking events or conferences I should attend?

Read/Revise your Resume

- I've brought my resume along with me. Would you be willing to take a quick look at it? I'd appreciate any suggestions for improvement—please be honest with me.
- Do you see any major weaknesses in my background? If so, do you have suggestions for overcoming them? Are there any particular classes I should take, or experiences or skills I need to gain, based on any gaps in my resume?
- Based on my resume, what types of job titles do you think would fit me?

Be remembered positively

- If you happen to run across positions that fit my background, would you please keep me in mind?
- Send a thank-you note! Stay in touch (see below)

- Ask: I've found a position opening at your organization that matches my background. Would you it be OK with you if I mention our meeting in my cover letter when I apply? I don't want to overstep any bounds, but would you be potentially willing to put in a word for me with the hiring manager? I totally understand if not.

Tip: What if they don't get back to me?ⁱⁱⁱ

If after two weeks you haven't heard from your potential informational interviewee, send a follow-up email. If after one follow-up you still haven't heard from them and you got that person's information through a previous contact of yours, let your original contact know. Perhaps they can intervene on your part.

Many people will get back to you. If you don't hear from someone after a few tries, let it go. **Never show your frustration or disappointment to your networking contacts or prospective employers.** Instead, focus on those who are responsive to your request.

Sample follow-up email to networking contact who hasn't responded:

Dear Jane,

I just wanted to reach out to you again and see if you might still be interested in finding a time to meet for coffee or lunch. I know you must be extremely busy, so I understand if it takes you some time to reply. Would you be willing to meet with me in the next 2-3 weeks? I'm available all day on Nov. 15, 18, 22, or 23. I'm glad to come to your office or meet somewhere convenient for you, or we can chat by phone if that's more convenient. I promise to take up no more than 30 minutes of your time.

Again, any words of wisdom from a top professional like you would mean the world to me as a student just launching her career.

If none of those dates work, would it be OK with you if I follow up with you again in two weeks to see if you have some time available? Please let me know if you are just too busy—I completely understand. Thank you so much again for your consideration.

Sincerely,

Susan Jones

Sample follow up email to person who introduced you:

Dear Bill,

Thank you so much again for suggesting I should contact your friend Jane Doe at ABC Health Organization. I truly appreciate your help in connecting with her. Unfortunately, I've reached out to her three times and she has not yet responded. I'm assuming she must just be too busy at the moment, but I was wondering if you might be willing to send her a quick email reminder on my behalf? I understand if not—I absolutely don't want to bother her if she's just too busy to respond.

Thanks so much again for your help! Best,

Susan Jones

Read Between the Lines

If you are meeting the contact person at their office, look around and see if you can learn anything about the organization's culture from the way the office is arranged or decorated. Also, note that some people take an opportunity to talk to someone as a chance to complain—if you happen to speak to one person who isn't happy with their job or employer, take it with a grain of salt. If, however, their complaint echoes the reviews on Glassdoor.com, be thoughtful about the organization's culture.

Following-Up On The Informational Interview

How do I follow-up after an informational interview?

Always email or send a thank you note within 24 hours. An actual professional-looking thank you card is highly recommended. Thank them for their time and tell them how you plan to follow-up on their suggestions. If a suggestion, tip, or referral they gave you turns out to be fruitful, let them know. If they specifically asked for your resume, you can send it with your note.

Sample Informational Interview Thank You Letter

Dear _____:

Thank you so much for taking time from your busy schedule to meet with me yesterday. It was a pleasure to meet you and I found our conversation very helpful. In particular, I enjoyed hearing about your work at Acme International Development Agency, the path you took to get your job, and the suggestions you had for me as I focus on entering this field. Based on our conversation, it became clear to me that my skills in program development, strategic management, infectious disease epidemiology, and conflict management will be useful for me to highlight as I look for work in this area. It was helpful to hear that I need to gain fieldwork experience in my region of interest in order to elevate my candidacy in the eyes of a potential employer, and that grant proposal development is a big piece of the work that I may be called upon to do.

I truly appreciate your encouragement of my career plans, and as you suggested, I will keep you posted on my progress. In the meantime, should you wish to contact me, I can be reached at 917-998-9999 or at jj1234@columbia.edu, or via LinkedIn. Thank you again for your time and assistance.

Sincerely,
Jane Jones

Some of the above section modified from the NYU Wagner School Office of Career Services website.

It's also very important to find ways to stay in touch with people in your network so they will keep you in mind when opportunities arise. Here is one example of an outreach email to keep your network in the loop.

Sample Networking Follow Up Email

Dear _____:

I hope all is well. Congratulations to you and your agency for winning the big USAID grant! I'm sure you will be launching many new initiatives as a result.

I also wanted to thank you again for introducing me to Jane Doe at Zenith International Development Agency. Just as you said, she was a fantastic person to connect with. In fact, she sent me a great job lead, which I've applied for, at her own agency. I can't thank you enough for introducing me. I will keep you posted as my job search moves forward.

I also wanted to share an interesting article I just read in *The Journal of International Development*, regarding new ways to handle knowledge-sharing across NGOs using cloud-based technology. Here's the link__.

If there is anything I can do to be helpful to you in future, please do let me know. Sincerely,

Sincerely,
Jane Jones

Visit the Mailman School Job Search Correspondence Prezi here for more details: <http://prezi.com/ny3zow2jilutv/job-search-correspondence/>

Leveraging Your Network

Once you have established a strong network, it is important to take leverage your network to find new job leads, ask for referrals or recommendations for positions, and ask for new connections and introductions. When you are in your active search, it may make sense to send an email to those people in your network who know you well enough to be able to help you. Here is a sample of such a message*:

Subject: Your Help Requested

Dear Colleagues and Friends,

As some of you may know, I am beginning my search for a new position that would make good use of my skills and talents as a public health educator and researcher. Even though I am currently employed in a health promotion/health education position, this position is contingent on grant funding, and is therefore unstable. The position I am looking for would be more reliable over the longer term. I would greatly appreciate the opportunity for a ten minute conversation with a contact in any one of the organizations listed below. In that conversation I will not be asking your contact about specific job openings. Rather, I would be interested in learning how the institution is organized and where my skill set might be a fit down the road.

A reminder of my background: I have 5 years of experience designing, delivering, and evaluating effective health education programs for children, youth and families, on topics ranging from healthy eating to sexual health, from exercise to violence prevention. I have designed and implemented surveys, established relationships with stakeholder organizations (including public schools, community-based nonprofits, and government agencies), and oversaw a budget of \$500,000 and a team of 3 staff and 10 volunteers. My fluency in Spanish and credential as a Certified Health Education Specialist (CHES) add to my ability to be effective in diverse communities.

Highlights from my background include:

- * Won renewal of a competitive local government grant for 3 years in a row, even during budget cuts
- * Single-handedly producing and delivering an evidence-based health education program in 15 schools
- * Recruiting 5 new schools to participate in the program, expanding participation by 200%, while working with a limited budget

I've listed 20 organizations I'm targeting below. I hope it's not too much to ask that you read through the list. Any contacts you have, in any position, in these or other, similar institutions would really help. Please feel free to email me their contact information, and/or forward this email on as appropriate.

Thank you so much for your time, reflection and support!

(LIST ATTACHED)

All the Best,
Jane

* Adapted from materials by Rob Hellmann, Hellmann Career Consulting <http://www.hellmannconsulting.com/> used with permission

Another follow-up email might be:

Dear Bill,

Thank you so much again for meeting with me 2 months ago. I truly appreciated your advice. I noticed there is a position at your organization, Health Promotion Program Director, which would be a perfect fit for my background. Would you be willing to allow me to use your name in my cover letter, just to mention we have spoken? I'm glad to send you the resume and cover letter in advance if you like. I truly appreciate your consideration. Thank you again.

Sincerely,
Jane Jones

Using LinkedIn For Networking and Career Research^{iv}

LinkedIn has become one of the single best platforms for career research and networking. The LinkedIn profile is even replacing the resume. However, to make LinkedIn work best, it is important to follow these steps:

1. Create an account.
2. Set up your privacy settings. If you have a [confidential job search](#), consider changing your settings so that your network is not alerted to your profile updates or activity broadcasts. However, it is recommended to make your public profile visible.
3. Fill out your profile to 100% completeness, including:
 - a. Name and photo (note: a professional-looking photo of you, alone, wearing professional clothes and making eye contact with the camera and smiling, is strongly recommended)
 - b. Customized Public Profile URL (i.e. [linkedin.com/in/janejones](#) and not [linkedin.com/pub/jane-jones/0/748/6b9/](#))
 - c. “Headline”—ensure it is focused and includes relevant keywords. “MPH in Global Health from Columbia University and Child/Family Health, fluent Arabic and Spanish” is much better than “Columbia student” or even “MPH Candidate.” Be specific—include your department/certificate and top skills in 120 characters.
 - d. Summary section (see resume section for tips on writing these). Use keywords from the jobs you are applying for.
 - e. Adding all of your work experience, including descriptions.
 - f. Adding courses and education
 - g. Adding at least 5 skills
 - h. Ensuring your location and industry reflect your target future career goal (keeping in mind that if your search is confidential, you may need to be cautious about this).
4. Add your contacts. LinkedIn has an internal firewall which makes it difficult to see the profiles of potential connections unless you have at least a 3rd degree contact or Group in common. More contacts means better search results.
 - a. Note: a 1st degree connection is someone you are already connected to on LinkedIn.
 - b. 2nd degree connection means you know at least one person in common. When viewing a 2nd degree connection’s profile, you will be able to see which person you know in common, and you have the option of asking that person to introduce you to that contact.
 - c. Groups: mean you share a group in common. Being in a share Group allows you to email a contact via LinkedIn even if you are not a 1st degree connection; and it also allows you to use the Group as a means of introducing yourself when clicking the Connect button. This is why joining relevant Groups is critical to networking success. Also, many Groups have a “Jobs” section where you can see “Job Discussions” where jobs are posted exclusively for group members to see.
 - d. 3rd degree connections—you either you have no contacts in common, or you know someone who knows someone who knows this person. You also might only see the person’s first name and last initial, and be told you must upgrade or buy InMails to contact the person (see “LinkedIn Workarounds” below)
5. Join relevant Groups (see below).
6. Set up Job alerts.
7. Follow relevant Companies.
8. NOTE: There is no need to upgrade to a premium account for any of the above.

LinkedIn Workarounds

If you find a good possible contact on LinkedIn who is a 3rd degree connection, you may be able to figure out the person’s name and even connect with them by using Google.

Simply copy the person’s “Headline” (the line right under their name), and their first name, and paste them into Google.com.

Often (not always), the person’s LinkedIn profile will appear in the search results—and if you find the link via Google, you will often see the person’s full name. When you click the link, you will be brought to the “Google” version of their LinkedIn profile and you can often then click the Connect button (see below).

For advanced tips about LinkedIn workarounds, visit <https://prezi.com/rxtxs-trhdce/boolean-xray-and-related-search-for-job-seekers/>

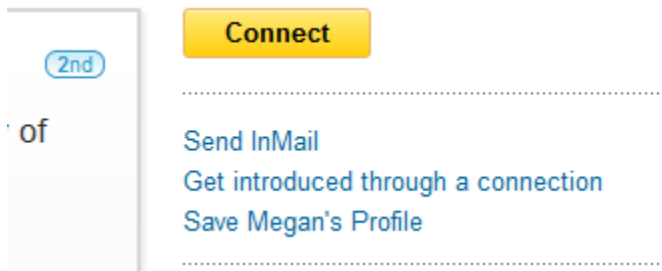
How To Connect On LinkedIn

One of the best ways to find a contact at an organization you care about is likely to be either in person (through a networking event or professional association); through an old-fashioned introduction via your network; or, most likely, via LinkedIn.

There are two ways to connect with someone on LinkedIn (without having to pay for InMails or a premium account). Here are the steps involved in the two processes. Either way, you'll need to use an extremely brief message to grab the person's attention.

1. Do an Advanced Search of People (go to the Home page, look on the top right-hand side of the page, and click "Advanced" to the right of the People search box).
2. Set up your search: on the left-hand side of the page, you can enter search terms such as zip code radius (or country if international); job title (i.e. "data analyst"); keyword; company name; industry, etc. If you want to get search results with an exact phrase, you must use quotation marks.
 - a. To find Mailman alumni, enter "Mailman" under "School."
 - b. To find all Columbia University and Mailman alumni, use this exact search term under "School" (note: "OR" must be in all capital letters):
"Columbia University" OR Mailman
3. Find the person who is most likely to be a valuable contact for you. Click that person's name.

Once you're viewing their profile, you have two choices: click the "Connect" button:



or click on "Get Introduced."

Once you've done this, you have to write a short message—no more than 300 characters including spaces.

4. **CLICK CONNECT:** If you just click "Connect", you will be taken to a page asking you how you know the person. If they are a Mailman or Columbia alum, you might try selecting that the person is a "classmate." (It doesn't really matter what you select—the other person won't see which box you clicked.) Some people will not accept requests from people they don't already know, but it doesn't hurt to try. Once you click Connect, then you **MUST** customize the following message—and you have 300 characters to do so.

"Dear Jane,

I found your profile on LinkedIn when searching for Mailman alums who work in environmental health. I'm planning a similar career change to the one you made from government to private sector and would love to connect. Thanks for your consideration.

Best,

(Your Name)."

After the person accepts your request, follow up with a longer message asking for an informational interview (see above for a template).

OR, GET INTRODUCED: The email you're sending to the person who is introducing you should be short and sweet.

If you're getting introduced, you have more characters to use in your message. Here's a template:

Dear <Name>,

I hope you are well. I noticed that you are connected with <THE PERSON YOU WANT TO CONNECT TO> on LinkedIn. I am hoping to connect to her because <I want to learn more about her company; would love to see how she made her transition from X to Y, which is similar to what I'm hoping to do; I am thinking about attending the graduate school she went to; I am hoping to get a position in that field one day>. As a <student; stay-at-home mom returning to work; public health professional> I think we have much in common. Would you be willing to introduce me to <THE PERSON YOU WANT TO CONNECT TO>? I understand if not, and I truly appreciate your consideration. Have a wonderful day. Best, <Your Name>

Some Suggested LinkedIn Groups for Public Health:

- Mailman School Group http://www.linkedin.com/groups?gid=44600&trk=myg_ugrp_ovr
- Columbia University Alumni Network http://www.linkedin.com/groups?gid=55739&trk=myg_ugrp_ovr
- American Public Health Association http://www.linkedin.com/groups?gid=49480&trk=myg_ugrp_ovr
- Clinical Research Professionals http://www.linkedin.com/groups?gid=86681&trk=myg_ugrp_ovr
- GreenBiz/Sustainability Professionals http://www.linkedin.com/groups?gid=664267&trk=myg_ugrp_ovr
- Moja Link-Nonprofit Network http://www.linkedin.com/groups?gid=148346&trk=myg_ugrp_ovr
- Chronicle of Philanthropy http://www.linkedin.com/groups?gid=1188667&trk=myg_ugrp_ovr
- Epidemiology & Healthcare Epidemiology http://www.linkedin.com/groups/Epidemiology-Healthcare-Epidemiology-150226?home=&gid=150226&trk=anet_ug_hm
- Epidemiology & Biostatistics <http://www.linkedin.com/groups?gid=3662715&mostPopular=&trk=tyah>
- Biostatistics <http://www.linkedin.com/groups?gid=792577&mostPopular=&trk=tyah>
- Statisticians in the Pharmaceutical Industry <https://www.linkedin.com/company/statisticians-in-the-pharmaceutical-industry-ltd-psi-?trk=prof-following-company-logo>
- Total Health Management Solutions/Population Health Management <http://www.linkedin.com/groups?gid=146772&mostPopular=&trk=tyah>

Global Health Groups:

- Global Public Health http://www.linkedin.com/groups/Global-Public-Health-120372?trk=myg_ugrp_ovr
- [APHA International Health Section](#)
- [Devex Group](#)
- [Global Health Council](#)
- [Global Health Private Sector Solutions](#)
- [International Development](#)
- [Humanitarian Professionals](#)

Don't discount other networking groups such as focused Facebook groups, listservs, and Yahoo Groups, as well as Twitter accounts of organizations you are interested in (some companies now also "tweet" their jobs). For example, there is a Facebook group for Mailman School Bay Area (San Francisco, CA) alums: <https://www.facebook.com/groups/289887787765413/>

Additional Readings on LinkedIn and Social Media:

For tips on maximizing your LinkedIn presence, visit:

<http://responsys.hs.llnwd.net/15/responsysimages/content/linkedin/LIJobSearchTipsChecklist4-3-13.pdf>

Mailman School Prezi on Social Media and Job Search: <http://prezi.com/dmdikhftq5c-/copy-of-social-media-for-job-search>

Review LinkedIn etiquette here: <https://university.linkedin.com/>

LinkedIn instructional videos here: <http://university.linkedin.com/career-services/resources#videos>

[LinkedIn for International Relocation](#)

[The Job Board-LinkedIn Mashup](#)

[What to Write in that "Get Introduced" LinkedIn email](#)

How to write LinkedIn bullets <http://www.hellmannconsulting.com/how-to-write-compelling-resume-linkedin-bullets/>

Too late for personal branding? <http://heatherkrasna.com/2011/04/13/too-late-for-personal-branding/>

Twitter and the job search <http://heatherkrasna.com/2011/03/14/twitter-and-the-job-search/>

Personal Brand and Nicknames <http://heatherkrasna.com/2011/03/07/personal-brand-and-nicknames/>

Personal brand and your online reputation <http://heatherkrasna.com/2010/12/15/personal-branding-and-your-online-reputation/>

Social media and the other etiquette <http://heatherkrasna.com/2010/08/25/social-media-and-other-etiquette-for-the-job-search/>

Email etiquette <http://heatherkrasna.com/2009/04/18/email-etiquette-or-you-aint-gettin-a-job-lol/>

What college students should post on LinkedIn <http://mashable.com/2013/08/12/linkedin-college-students/>

3 ways LinkedIn just made it easier to find a job <http://www.forbes.com/sites/nextavenue/2013/03/11/3-ways-linkedin-just-made-it-easier-to-find-a-job/>

Start Mapping Your Career With LinkedIn Alumni <http://lnkd.in/K5DmrZ>

10 LinkedIn headlines that stand out from the [crowd](#)

11 social media mistakes you don't even know you're making http://www.huffingtonpost.com/heather-dugan/social-media-advice_b_2094374.html

List of Professional Associations

We encourage our students and alumni to become active members of one or two professional associations. Professional associations have the mandate to help you keep up to date with research and trends in your field. In addition, many associations provide opportunities for networking and additional training. This is not an exhaustive list, but a start. You need to pick an organization(s) that fits the career you are in or the one you aspire to. Also, many organizations have discounted student membership rates. See also—the PhD job search section contains resources on professional associations.

General

- American Public Health Association <http://apha.org>
- Association of Schools & Programs of Public Health: ASPH.org
- Public Health Association of NY <http://www.phanyc.org/>
- Association of Public Health Laboratories www.Aphl.org
- National Association Of City And County Health Officials www.naccho.org
- Association of State & Territorial Health Officials www.Astho.org
- National Network of Public Health Institutes www.nnphi.org
- American Association for the Advancement of Science www.aaas.org/meetings

Biostatistics

- American Statistical Association: <http://www.amstat.org/>
- International Society for Clinical Biostatistics: <http://www.iscb.info/>

Epidemiology

- American College of Epidemiology <http://www.acepidemiology.org/welcome-ace>
- Society for Epidemiologic Research <http://www.epiresearch.org/index.php>
- International Genetic Epidemiology Society <http://www.geneticepi.org/>
- International Society for Environmental Epidemiology <http://www.iseepi.org/>
- Association of Public Health Laboratories http://careers.aphl.org/c/search_results.cfm?site_id=249
- Association for Professionals in Infection Control and Epidemiology (APIC) Career Center <http://www.apic.org/>
- [Council of State and Territorial Epidemiologists](#)
- American Society of Preventive Oncology (ASPO) <http://www.aspo.org>
- International Society for Infectious Diseases /ProMed (program for monitoring emerging diseases) <http://www.isid.org/>

Environmental Health

- [Association for Environmental Studies and Sciences](#)
- [EnvironmentalJobs.com](#)
- [Aphl.org](#)
- American Industrial Hygiene Association AIHA <http://www.aiha.org/Pages/default.aspx>
- American Society of Safety Engineers ASSE <http://www.asse.org/>
- Environmental Council Of The States ecos.org
- Society of Toxicology toxicology.org
- American College Of Toxicology actox.org
- American Academy Of Clinical Toxicology clintox.org
- American Institute Of Hydrology aihydrology.org
- National Health Homes Conference <http://healthyhomesconference.org/>

Health Policy & Management: Management

- [American College of Healthcare Executives](#)
- [Association of Hispanic Healthcare Executives](#)
- [American College of Physician Executives acpe.org](#)

Health Policy & Management: Policy (see also PhD section at the end of this handbook)

- Academy Health <http://www.academyhealth.org/>
- American Evaluation Association (AEA): <http://www.eval.org/> Student membership \$30 a yr
- [APPAM](#) (Association for Public Policy Analysis and Management)
- [American Economic Association](#)
- Center For Science In The Public Interest <http://cspinet.org>
- Public Citizen <http://citizen.org>
- Public Health Law Association <http://phla.info>
- <http://Publichealthlaw.net>
- American Society for Law and Medical Ethics <http://Aslme.org>

- American Society Of Health Economists <http://healthconomics.us>
- <http://Healthaffairs.org>
- Academy Health <http://Academyhealth.org>
- NY Healthcare Business Leaders <http://www.nychbl.com/events/>
- Greater NY Hospital Assoc. <http://www.gnyha.org/>
- Healthcare Association of NYS <http://www.hanys.org/>
- NE Business Group on Health <http://nebh.org/events/>

Population & Family Health (see also Global, SSRH)

- Society of Family Planning <http://www.societyfp.org/default.asp>
- Population Association of America <http://www.populationassociation.org/>

SMS

- Society for Public Health Education <http://www.sophe.org/>
- American Alliance for Health, Physical Education, Recreation and Dance <http://www.aahperd.org/>
- Association of Academic Health Centers and Social Determinants of Health <http://wherehealthbegins.org/index.php>
- American College Health Association <http://www.acha.org/> (includes job board and conference)
- American School Health Association www.ashaweb.org
- American Sociological Association (ASA) <http://www.asanet.org/>
- Society for the Psychological Study of Social Issues (SPSSI) www.spssi.org
- Wellness Council Of America <http://welcoa.org> (workplace wellness)
- National Assoc Of Medical Communicators <http://namc.info> (Medical journalists)
- Alliance for Continuing Medical Education <http://acme-assn.org>
- Society for Academic Continuing Medical Ed sacme.org
- American Association For Health Education <http://www.shapeamerica.org/>
- <https://www.ama.org/Pages/default.aspxAdcouncil.org>
- Association Of Health Care Journalists healthjournalism.org
- National Association Of Medical Communicators namc.info
- American Evaluation Association (AEA): <http://www.eval.org/>

Global

- Global Health Fellows <http://www.ghfp.net/>
- International Organization careers <http://iocareers.state.gov/Main/Jobs/Search>
- <https://www.devex.com/>
- [Society for International Development](http://www.sid.org/)
- Consortium of Universities for Global Health (CUGH) holds a conference and job board <http://www.cugh.org/>
- American Society of Tropical Medicine and Hygiene (ASTMH) www.astmh.org
- Global Health Council (\$25 student memberships) Globalhealth.org
- International association of public health logisticians ibpinitiative.org
- Fritz Institute (global disaster preparedness) <http://www.fritzinstitute.org/>
- CDC Global Health Jobs <http://www.cdc.gov/globalhealth/employment/default.htm>
- Theglobalfund.org
- Global Health Science and Practice Journal <http://jobs.ghspjournal.org/>
- International Studies Association http://www.isanet.org/annual_convention/

Sexual Health/Sexuality

- National Coalition of STD Directors <http://www.ncsddc.org/who-we-are> (includes job board)
- World Association of Sexual Health <http://www.worldsexology.org/>
- National Family Planning & Reproductive Health Association www.nationalfamilyplanning.org
- AETC NRC <http://aidsetc.org/>
- *See also: there is a handout specifically focused on SSRH careers in the CareerLink Resource Library*

Social Entrepreneurship

- NetImpact: (focus on corporate social responsibility/social enterprise) <http://www.netimpact.org/>

Built Environment/Urbanism

- Urban Affairs Association, <http://www.urbanaffairsassociation.org/>
- [SIPA professional associations list](#)

Healthcare Informatics/Technology

- American Medical Informatics Association –www.amia.org and www.amiaconference.com Certification

- Healthcare Information And Management Systems Society www.himss.org
- Digital Health Accelerator <http://digitalhealthaccelerator.com/>

Comparative Effectiveness Outcomes Research

- International Society for Pharmacoeconomics and Outcomes Research (ISPOR) <http://www.ispor.org/>
- Society for Medical Decision Making <http://www.smdm.org/>
- American Health Quality Association <http://ahqa.org>
- American Society For Quality <http://asq.org>

Healthcare Finance

- Healthcare Financial Management Association (HFMA) <http://www.hfma.org/>
- Healthcare Leaders of NY LinkedIn group: <http://tinyurl.com/lqzovue>

Food Policy, Food Safety & Nutrition

- Slowfoodusa.org (food policy)
- Institute of Food Technologists ift.org
- International Association of Food Protection foodprotection.org
- National Association of State Departments of Agriculture nasda.org
- American Dietetic Assoc eatright.org
- Phcnpg.org
- National WIC Assoc nwica.org
- *Note: there is a 100-page career handbook (created by Harvard University) on jobs in food policy, available in the Mailman School CareerLink Resource Library*

Philanthropy

- Council on Philanthropy www.Cof.org
- Grantmakers in Health: www.Gih.org

Safety/Quality

- Agency For Health Care Research And Quality www.ahrq.gov
- Society For Medical Decision Making www.smdm.org

Mental Health And Substance Abuse

- National Health Care For The Homeless Council www.nhchc.org
- Homelessness resource center www.nrchmi.samhsa.gov
- National Association Of State Alcohol/Drug Abuse Directors nasadad.org
- National Association Of County Behavioral Health And Developmental Disability directors nacbhdd.org
- Association Of State And Territorial Public Health Social Workers astphsw.org

Disaster Preparedness

- National Emergency Management Association nemaweb.org
- International Association Of Emergency Managers iaem.com

Occupational Health

- American Society For Safety Engineers asse.org
- American Industrial Hygiene Association aiha.org
- American Conference Of Governmental Industrial Hygienists acgih.org
- American College Of Occupational And Environmental Medicine acoem.org
- Association of Occupational and Environmental Clinics www.aoec.org
- New England College of Occupational & Environmental Medicine www.necoem.org

Pharmaceuticals

- Regulatory Affairs Professionals Society Raps.Org
- State Boards Of Pharmacy
- National Association Of State Controlled Substance Authorities Nascsa.Org
- National Assoc Of Boards Of Pharmacy Nabp.Net
- American Pharmacists' Assoc Pharmacist.Com
- NY Bio/Pharma Networking Group <http://www.eventbrite.com/o/ny-biopharma-networking-group-4400989779>
- NY BIO www.newyorkbio.org
- NYC Bioscience Initiative <http://www.nycbiotech.org/>
- NJ Bio Industry <http://www.nj.gov/njbusiness/documents/industry/Pharma.pdf>

School-Based Health

- APHA School Health <http://www.apha.org/programs/schoolhealthed/>

- School-Based Health Alliance <http://www.sbh4all.org/site/c.ckLQKbOVLkK6E/b.7453519/k.BEF2/Home.htm>
- NYS School-Based Health Alliance <http://www.nyschoolbasedhealthalliance.org/> Center for Health and Health Care in Schools <http://www.healthinschools.org/>

Certifications

It may be worth considering applying for certifications and credentials as a way to distinguish yourself from the competition. Here is a partial list to consider. (Note: OCS does not endorse any particular certifications.)

General

- National Board of Public Health Examiners: Certified in Public Health (CPH) nbphe.org
- Certificate in Public Health Inspection
http://www.health.ny.gov/prevention/public_health_works/careers/public_health_inspector.htm
- IRB and human subjects (CITI) training
- HIPAA Certification
- Good Clinical Practices Certification <http://www.onlinegcp.us/>
- Certified Research Administrator <http://www.cra-cert.org/whatiscertification.html>

EHS

- Certified Environmental Health Technician, Registered Sanitarian, Registered Environmental Health Specialist, Registered Hazardous Substances Specialist, Healthy Homes Specialist etc. <http://www.neha.org/credential/>
- Certified Industrial Hygienist <http://www.abih.org/>
- Toxicologist <http://www.abtox.org/HomePage.aspx>
- 40-hour HAZWOPER Certification <https://www.osha.gov/html/faq-hazwoper.html>
- Certified Lead Professionals (varies by state)
- Public Health Microbiologist

HPM—Management

- Lean Six Sigma Black Belt Certification <http://asq.org/cert/six-sigma>
- Certified Associate in Project Management (CAPM)® *similar to PMP*.
- Project Management Professionals (PMP) <http://www.pmi.org/Certification/Project-Management-Professional-PMP.aspx>
- FAHCHE (Fellow of the American College of Healthcare Executives)
<http://www.ache.org/membership/credentialing/faq.cfm>

SMS

- Certified Health Education Specialist (CHES) and Master CHES (MCHES) <http://www.nchec.org/>

Healthcare Informatics (See also HPM)

- American Medical Informatics Association -- <http://www.amia.org/>
- Certified Information Systems Auditor (CISA) <http://www.isaca.org/Certification/CISA-Certified-Information-Systems-Auditor/Pages/FAQs.aspx>, ITIL, CISSP, CIA

Other

- NCRA Cancer Registry Certification (CTR) <http://www.ncra-usa.org/i4a/pages/index.cfm?pageid=3280>
- SAS Global Certification <http://sas.com/certify>
- Comprehensive Food Safety (CCFS) credential: <http://www.neha.org/Credential/CCFS/index.html>

Student Business Cards

Student Business Card Ordering is available for all *current* students in MPH, MS, DrPH and joint degree programs any time during the school year from [Columbia University Print Services](#) at Morningside Campus. We encourage students to order business cards and bring them to networking events, and to carry several with you at all times in case you meet professionals you want to connect with. Mailman student business cards are not available for PhD students since PhD degrees are issued by Columbia's Graduate School of Arts and Sciences (GSAS). However, PhD students can obtain Columbia University student business cards (Morningside template). To order 250 Mailman student cards for \$32.50, or get more information about business cards for PhD students, contact or visit [Columbia University Print Services](#).

[Columbia University Print Services \(Morningside Campus\)](#)

2950 Broadway
106 Journalism Building
New York, NY 10027
212-854-3233

TIPS ON ORDERING STUDENT BUSINESS CARDS

Student business cards are considered an official University publication. Therefore, there are strict University guidelines all students must follow when ordering cards.

To order student business cards, please follow these steps:

1. Go, in person, to the Morningside campus (2950 Broadway at 116 St., 106 Journalism Building) to fill out your business card order form. The Printing services office must verify your enrollment and identity by reviewing your student ID.
2. When filling out the form, note that there are very specific fields to fill in:
 - a. Name of degree (MPH, DrPH etc.)
 - b. Department (Biostatistics, Environmental Health Sciences, etc.)
 - c. Certificate (note, this will print as "Certificate in ____"). Students may leave this line blank if they are not enrolled in a certificate. If you select a certificate, it must reflect what is listed in your student record.
3. Pay for your order.
4. Pick up your cards in person, 8-10 business days after order.

Important notes:

- Please do not order "staff" or administrative business cards. When you visit the printing services website, you will notice in red that it states you must order cards in person.
- Please do not add a corporate mailing address to your card or include the name of your current employer. Use either your own personal email address or your Columbia email address, but not an email address of another organization or employer.

Please [contact](#) Career Services with questions.

For alumni, we suggest a low-cost business card printing service such as VistaPrint.com, Moo.com, or Kinko's. If you are currently unemployed, consider a business card that lists your goal profession. For example:

<p>Jane Doe, MPH Health Communications and Education Professional 917-999-9999 jdoe@gmail.com linkedin.com/in/jdoemph</p>

Working APHA (American Public Health Association) Annual Conference

"The purpose of the **APHA Annual Meeting** is to unite the public health community in order to afford professionals and/or practitioners the opportunity to enhance their knowledge and exchange information on best practices, latest research and new trends in public health. Thousands of registrants take advantage of the educational programs to meet their need for quality continuing education in a diversity of topics that ultimately assist them in their work toward improving the public's health." (APHA Annual Meeting Website.)

For detailed information on registration, accommodations, travel and the program, visit the Annual Meeting pages of theapha.org. Don't miss the New Connections Reception, the Opening and the Closing Sessions, Career Mart (a job listing service that facilitates face-to-face meetings with employers), Public Health Expo (600 major exhibitors including schools of public health, vendors with loads of giveaways, employer prospects – such as governmental agencies, pharma and computer companies, publishers, etc.), and any events planned specifically for students. Be sure to stop at the Mailman School booth for information on the Mailman reception and faculty, students, and alumni who are scheduled to present at the meeting.

TIPS for maximizing the APHA Experience

- **Order [business cards](#)** through OCS to support your [networking](#) activities
- **Update and refine your resume.** Take copies to the Annual Meeting to share with employment prospects.
- **Plan your Annual Meeting itinerary.** A typical Annual Meeting features over 1000 sessions and events. Therefore preparation is key to ensuring a positive outcome.
- **Review the Public Health Expo pages** to identify exhibitors you want to contact.
- **Post your resume with [Career Mart](#)** to let Annual Meeting employers know you are looking.
- **Familiarize** yourself with Sections, Special Interest Groups, and Caucuses, the organizational units of APHA. At the Annual Meeting, plan to attend Section, Special Interest Group (SPIG) and Caucus meetings to identify individuals who can offer career planning and job search assistance. Business Meetings and Social Hours also present great opportunities for networking.
- **Be proactive.** At the Annual Meeting, do not wait for others to approach you. Take the initiative. Introduce yourself, offer a business card, and briefly present your interests and goals.
- **Request** informational interviews with contacts and prospects. An informational interview can be as informal as a discussion over a cup of coffee.
- The Annual Meeting is a **professional** event. Dress and conduct yourself appropriately. See tips on what to wear to an interview, below.

Working the Room: Making the Most of In-Person Networking Events & Mixers

From University of Washington, Center for Career Services, A Unit of the Division of Student Affairs; adapted by H. Krasna; used by permission

At various points during graduate school and the job search process, you will be expected to mingle informally with colleagues and potential employers. This happens at networking socials, conferences, departmental lectures, career fairs, campus visits, and other events. Below are some suggestions for working the room.

Prepare and Practice:

- Attend as many receptions and networking events as possible so you can practice working a room before it really counts.
- Before attending any networking event, get organized and do your research. Try to find out who will be there and then try to find information about the other guests.
- Prepare and practice a short script so you know how to introduce yourself. It's generally good to say your name, title/status, organization/program, and perhaps your reason for attending the event – all in 20 seconds or less.
- Consider preparing a 60-second summary of your career or educational background (see “your personal pitch” later in this handbook).
- Skim the news before each event so you can talk intelligently about current events.
- Networking is an information gathering conversation for you – be curious!
- Every conversation you have, even if you feel uninterested, helps you process and think through your own interests and goals.
- Try not to be nervous; people naturally want to help others and like to talk about themselves.

Food and Drink:

- Eat before the event. Your main goal is to make contacts, not to satiate yourself.
- Always leave one hand free so you can shake hands and exchange business cards.
- Hold your drink in your left hand so you can shake hands with a warm, dry hand.
- Keep only a small amount of food on your plate at any one time.
- Take small bites so you are readily available to answer questions and make introductions.
- Do not chew gum.
- Don't camp out at the refreshment or beverage table.
- Don't drink alcohol.
- Don't put toothpicks back on the serving platter.

Entering a Conversation:

- Make eye contact with somebody in a group you want to join and approach the group. Listen to what others are talking about and try to chime in with a relevant short story.
- At the appropriate time, shake hands and introduce yourself in 1-2 sentences.
- Start short conversations about current events, shared interests, your profession, etc.

How to Introduce Yourself:

- Know how to explain the MPH; many might not know what it is, if you are attending a more broad-based event. If they've never heard of it, spell it out as Master of Public Health.
- Don't be afraid to say you are a generalist, if you're not sure where you want to focus.
- Focus on your skills – quantitative research, analysis, program development/management/evaluation etc.
- Talk about what you last did professionally – if it's unrelated to the person's sector, explain how that experience helped you decide this was the direction you wanted to go in.
- Don't be defensive or apologize about your professional and life choices – use every experience as a learning experience.

Maintaining a Conversation – DON'Ts:

- Do not directly ask for a job or internship.
- Avoid controversial topics such as politics, religion; don't get too personal at a professional networking event (avoid asking about someone else's marital status, children, age etc.)
- Don't monopolize the conversation, be aggressive, or try to “one-up” others.

Maintaining a Conversation - DOs:

- Consider asking other individuals in the group to talk about their work:
 - Please describe your current position and organization.

- What is a typical work-day like for you?
- Can you tell me about your career path and how you got started in your field?
- What is the typical educational background for work in your field and/or organization?
- What does it take to be successful in your field and/or organization?
- Given my interests/strengths in ____, ____, and ____, can you suggest some positions within your field and/or organization that might be a good fit for me?
- I'm interested in your field of work and/or organization. What should I do now to prepare myself for my intended career path?
- How can I make additional contacts in your field and/or organization?
- Can I follow up with you in the future?
- Other topics of conversation or small talk include:
 - Current events (avoiding politics, scandals, or religion)
 - Ask how the person found out about the current event
 - Ask where the other person is from and where they live, how they commute
 - Ask about the other person's hobbies, interests, travels, etc.
- If you are part of a group, be sure to welcome and introduce others who approach.
- To introduce others, consider saying: "I don't believe you two have met, have you?"
- Try to use the others' names at some point in the conversation – this shows attention to detail and increases the likelihood of you remembering the names later.
- If you can't remember somebody's name, say "please tell me your name again."
- Smile and maintain a positive attitude.
- Focus on the conversation rather than scanning the room to plan your escape.

Exiting a Conversation:

- Introduce someone else into the conversation, briefly summarize the conversation for the newcomer, and then excuse yourself.
- If you haven't already exchanged business cards, you can say something like: "It was nice meeting you. Can I have one of your business cards so I can keep in touch?" Or offer your own business card.
- End on an optimistic note: good luck, good night, congratulations, etc.
- Don't announce your intention to visit the restroom.
- Make eye contact and join another group.

Business Cards:

- Have an ample supply with you.
- Consider purchasing a business card holder.
- Use two easily accessible pockets (or two business card holders) for business cards – one for your cards and one for the cards given to you by others.
- When offering a card, turn it so the person can read it immediately upon receiving it.

Handshakes:

- Go for medium pressure, not destructive force (no limp handshakes though!). Make eye contact, smile, and pump the handshake once. Use one hand, not two, and give your whole hand, not just the fingers.
- Consider hiding a napkin or handkerchief in your pocket so you can quickly dry your hand before extending your hand for a handshake.

Attire and Nametags:

- Go for business casual (slacks or skirt with blouse, sweater, or collared shirt). Ties and sport coats are appropriate too.
- Wear appropriate/polished shoes. (For women, we recommend 1-2 inch heels or flats, not very high heels, boots, or open-toed shoes.)
- Dress appropriately for the weather.
- Try not to bring your backpack, lunch pail, or other unnecessary baggage.
- Professional-looking purses and briefcases are appropriate. Keep in mind, however, that you want to keep your hands free so you can shake hands and exchange business cards.
- Wear your nametag on your right side so it is easy to read when shaking hands.

- Write legibly on your nametag, and include either “Mailman School MPH Student” or “MPH” after your name; or if you are currently working, list the employer name under your own name. If you are job-seeking, consider an aspirational title under your name, like “Public Health Program Manager” or “Epidemiologist.”

Miscellaneous:

- Turn off your cell phone, watch alarm, etc.
- When the opportunity presents itself, hold the door for the person coming behind you.
- If you make a mistake, don’t get rattled. Laugh it off. Learn from the situation.

What to Bring:

- Ample supply of business cards and 1-2 business card holders
- Doesn’t hurt to bring resumes in case someone asks to see it; but remember a networking event is not a job fair.
- Breath mints
- One or two nice writing pens
- Napkin or handkerchief
- Knowledge of the event you’re attending and, if possible, knowledge of other guests
- Knowledge of current events
- Positive attitude

After the Event:

- When appropriate, send a thank-you note to the host.
- Make some notes on the back of the business cards you collected so you remember who you met.
- Connect on LinkedIn with people you met.
- Follow through with any promises you made at the event.

References:

- Lincoln Johnson / Director, Student Activities & Union Facilities / University of Washington
- Laura Mondino / Senior Career Advisor, Natural Sciences Career Services / University of Texas at Austin
- Lisel Moynihan / Advisor, Ford Career Center / University of Texas at Austin
- Immen, W. (2005). *Practice makes perfect at social events*. Available at <http://globeandmail.workopolis.com/servlet/Content/fasttrack/20050112/CAROOM12?gateway=cc>
- Ryan, R. (2005). *Soaring on your strengths*. Toronto: Penguin.

Additional Articles On Networking

Mailman School Networking Prezi: <http://prezi.com/qxzm89sevl52/working-the-room/>

7 steps to social networking success: <http://www.govloop.com/profiles/blogs/7-steps-to-social-networking>

[What to Write in that “Get Introduced” LinkedIn email](#)

[How to Recommend a Friend or Colleague for a Job](#)

[I know someone at the organization I want to work for. Now what?](#)

Questions to ask during informational interviews <http://heatherkrasna.com/2011/04/08/questions-to-ask-during-informational-interviews/>

Following up on jobs you’ve applied for <http://heatherkrasna.com/2011/04/06/following-up-on-jobs-youve-applied-for/>

Care and feeding of your network: 4 strategies that work <http://heatherkrasna.com/2010/12/01/care-and-feeding-of-your-network-4-strategies-that-work/>

Making the most of events <http://heatherkrasna.com/2010/10/27/making-the-most-of-events/>

Why do networking <http://heatherkrasna.com/2009/01/10/why-do-networking/>

6 ways to network while you’re in college: <http://www.usnews.com/education/best-colleges/articles/2011/09/28/6-ways-to-network-while-youre-in-college>

How to find high-value networking contacts with Google and Bing <http://www.careercast.com/career-news/how-find-high-value-networking-contacts-google-and-bing>

FINDING AND APPLYING TO JOBS

Mailman CareerLink

Mailman CareerLink is an exclusive resource for Mailman School students, alumni, and employers. Using this career management system, you can:

- Search and apply for jobs and internships and sign up to have new job listings emailed to you; and search a directory of employers
- Upload resumes and cover letters, and publish resumes online for employers to view
- Download relevant career handouts and workshop materials and videos
- Schedule appointments with OCS staff

How to Log into Mailman CareerLink

Students:

Click [here](#) to log into your student account.

Your username is your UNI. Your password is randomly generated and has been emailed to you by OCS and/or it can be sent to your Columbia email address by clicking “forgot password.”

Alumni:

To access Mailman CareerLink, you must enter your UNI and password. This UNI and password is the same combination you use to sign into your Columbia email, access resources, and register for classes when you were a student.

Your UNI is the number letter sequence in your email address before @columbia.edu. For example: [abc123@columbia.edu](#).

If you do not know your UNI, visit [Columbia Alumni Association Log-In Help page](#) to retrieve your information.

Click [here](#) to create an alumni account.

Once you login with your UNI, you can click "Click here to register" to create your account. If you already created the account, log in by typing in your username and password on the website.

Helpful tips on using Mailman CareerLink

Update Your Profile:

Click “My Account” heading in the top left navigation bar then “My Profile” to complete your profile. While you are not required to complete the entire profile, providing more information may help connect you with more opportunities.

Upload Your Resume:

Under the “My Account” drop-down, click “My Documents.” Then click the “Add” link, type in a name for your file in the “Document Name” field, then click “Choose File” and upload your resume in Microsoft Word, RTF or PDF format by clicking on “Save”. Be sure you review our tips on resume writing first.

Upload Resume in Resume Books:

To publish your resume in resume books, select “allow employer viewing” in your profile. Your resume will be automatically published in the resume books that match your background.

Search for Jobs & Internships:

Click on “Job Search” in the top navigation bar. You can then type in a keyword or position type, and click the “Search” button.

You can also click on “Advanced Search” to search by post date, Industry, organization name, departments, location, etc. Click on the job number/title to read the job description and see how to apply. (You may need to disable pop-up blockers at this point.) In some cases, you may be able to apply directly through the system by clicking the “Apply Now” button—then choose the resume and other documents to submit, and click Save. You can also save jobs for later by clicking “Add to Favorites.”

Set up a Job Search Alert:

Click on “Save Search” and “Email me new Jobs” to set up an email alert with new job postings.

Sign up for Workshops and Career Events: Visit the “Career Events” section.

Search the Employer Directory:

Search for employer records and information for employers who have granted students access to view their information.

Make an Appointment with Career Services Staff: Coming Soon

View Your Activity:

You can view your past job applications that were made through the system, past job placements, and event RSVPs by viewing your activity.

If you have any questions, [please email the Office of Career Services](#).

Getting The Most Out Of A Career Fair

Here are some tips that may be helpful as you prepare for the career fair, from University of Washington Center for Career Services.

Before the Career Fair

1. Research the agencies and organizations that may be of interest to you. Search the individual organization's website.
2. Create your "30-second" commercial to introduce yourself and highlight your strengths and skills to an employer; identify specific experiences where you have successfully demonstrated your skills and strengths.
3. Prepare a professional, concise and effective resume to hand to any organization or agency in which you are interested. Many of the organizations at the career fair will be collecting resumes. If you are actively searching for a job or internship, have an updated resume ready to go. If you are interested in several career fields, it is a good idea to have different versions of your resume, targeted to each of these career fields.
4. Be ready to explain specific items and experiences you've listed on your resume, this will make you a stronger candidate.
5. Know why you want to work for a specific organization; if you can't answer that question, the employer will likely not be interested in you as a potential candidate.
6. Prepare relevant questions to ask the recruiter.

During the Career Fair

1. Arrive early before long lines have formed; lines often get longer as the day progresses. Sometimes employers leave before the fair is over.
2. First plan to meet the employers that your research indicates are the best matches for your career interests, then speak with the others for networking purposes (they may know someone you could be connected to, or may have more jobs of interest than you thought).
3. Make eye contact immediately when introducing yourself. Give a firm handshake to get you off to a good start. Try to use the company representative's name; look at their card or name tag. Smile, be polite and show enthusiasm; these are important qualities in any candidate.
4. Ask questions about available positions within the company.

Communication is CRITICAL

1. Listen carefully to what the representative has to say.
2. Avoid using filler words or phrases such as "you know", "like", "I mean", "you know what I mean"; "well"; speaking professionally is an important element of the job search process.
3. Be confident when speaking.
4. Have sufficient copies of your resume available and be prepared to offer one to each of the companies or organizations you are interested in. Use good-quality resume paper.
5. Ask for a business card or keep a list and write down the company representative's name and contact information.
6. Keep a notepad and pen with you and take notes after speaking with each employer.

Body language can often speak louder than words

1. Don't fidget or play with your hair, it is distracting and employers will notice. These mannerisms give the impression you are not interested in their organization.
2. Look at the recruiter but don't try to stare him / her down.
3. Maintain eye contact while speaking.
4. Do not chew gum; it's unprofessional. It's smart to keep breath mints handy.

After the Career Fair

1. Follow-up with a thank you letter, email or note to those employers you are interested in; remind them of your interest and availability.
2. If you promised to send an employer additional information about yourself, send it immediately.
3. Consider connecting via LinkedIn or Twitter with the recruiters you met.

Explore all of your options. Don't limit your possibilities; be open to new ones.

Mailman School Prezi on Making the Most of the Job Fair: <http://prezi.com/jvgrtweluuuo/making-the-most-of-a-career-fair/>

Job Board Links

Visit this site for a more comprehensive set of links: <https://www.mailman.columbia.edu/become-student/career-services/students/resources/websites-interest>

Other job boards of note:

- Emory's job board <http://cfusion.sph.emory.edu/PHEC/>
- Many professional associations (see above) also have their own job boards.

Additional Job Boards:

Generic Job Boards (consider creating job alerts with specific keywords or job titles)

- indeed.com
- simplyhired.com

NonProfit Job Websites

- Idealist - www.idealists.org (has search agents)
- Chronicle of Philanthropy's Careers page- <http://philanthropy.com/jobs/>
- Bridgespan: bridgespan.org
- CommonGoodCareers.org
- Opportunity Knocks <http://www.opportunityknocks.org/>
- ExecSearches.com - <http://www.execsearches.com/> (has search agents)
- NonProfit Professionals Advisory Group - <http://www.nonprofitprofessionals.com/>
- <http://www.nonprofitjobs.org>

Environmental Jobs

- Environmental Career Opportunities- <http://www.ecojobs.com/index.php>
- EnvironmentalJobs.com - <http://www.environmentaljobs.com/index.php>
- Environmental Health & Safety <http://www.ehscareers.com/>

Government

- Public Service Careers (sponsored by NASPAA, ASPA, APPAM) - www.publicservicecareers.org
- Federal Jobs - <http://www.usajobs.gov/> (has search agents), <http://www.workforamerica.com> and <http://www.jobsfed.com/>, <http://makingthedifference.org/federaljobs/usajobsresume.shtml>
- Peace Corps Agency Jobs: <http://www.peacecorps.gov/>
- USAID Jobs: <http://www.usaid.gov/careers/>
- State Department Jobs: <http://www.careers.state.gov/>
- US GAO (Government Accountability Office) Jobs: <http://www.gao.gov/careers/index.html>

Private Sector/Other Job Websites

- Socially responsible companies- <http://jobs.care2.com/>
- NetImpact - <http://www.netimpact.org/> (membership required)

Other

- Mental Health America Career Center www.mentalhealthamerica.net/go/mhacareercenter
- Association of Clinical Research Professionals job board <http://careers.acrpnet.org/jobs>

Global Resources - Selected Employers

- In the CareerLink Resource Library, there are over 50 specific handouts, links and resources specific to global health.
- At this site you will find samplings of employers and recruiters offering global career opportunities:
<https://www.mailman.columbia.edu/become-student/career-services/students/resources/global-resources> Additional resources are available at Listserves/Newsletters/Search Engines under Global Resources, [Websites of Interest](#), in the Global Health section of the CareerLink Resource Library, and on the Global Shelf in the OCS.
- Article on starting a career in international development: <http://heatherkrasna.com/2011/12/06/starting-a-career-in-international-development/>
- 3 surprise tips on [careers in global health](#)
- List of humanitarian aid employers <https://www.devex.com/en/news/top-employers-in-humanitarian-relief-a-primer/63296?source=>
- See LinkedIn section above for a list of global health LinkedIn groups.

International/Global Health Job Websites

- Mailman School list of Global Health job boards—including International Career Employment Weekly, a subscription-based resource that Mailman students can access for free:
- <https://www.mailman.columbia.edu/become-student/career-services/students/resources/global-resources>
 - And <https://www.mailman.columbia.edu/become-student/career-services/students/careers-public-health>
- Foreign Policy Association (click on 'job board')- <http://www.fpa.org/>
- Geneva Jobs - <http://www.genevajobs.org/>
- Global Corps - <http://www.globalcorps.com/>
- Devex.com
- International public health job board <http://www.jobspublichealth.com/topjobs.html>
- [SIPA list of global resources](#)

Other Job Search Techniques

Job search techniques that you should consider include:

Cold Calling

Don't hesitate to call employers to inquire about current or anticipated employment opportunities. Prepare for your calls by doing employer research. Cold calling is an art form and requires practice. A strategy for cold calling includes:

- Researching target organizations and identifying their main challenges and needs
- Identifying individuals at the organization who may be in the correct department and position to be able to hire you; using LinkedIn, Hoovers.com (access through Columbia University library website), professional associations/membership rosters, or calling and asking for the director of the department you wish to work for.
- Sending an outreach email (see below) or even an email and a postal mail letter (to stand out) and follow up with a phone call.

SAMPLE COLD CALLING OUTREACH MESSAGE

Dear Dr. Connor,

Upon reading your recent publication in The Journal of Epidemiologic Research on drug interactions with Acetaminophen in patients with kidney disorders, I thought I would reach out to you, as I believe my experience and training could support your current research efforts. I am currently a second-year Epidemiology student at Columbia University's Mailman School of Public Health, and I work in New York City as a research intern in the Epidemiology Department at the Mailman School. When I graduate in four months, I will be seeking research opportunities where I can utilize my biostatistics, regression analysis, linear modeling, and SAS programming skills, in the interests of improving the development of effective and safe pharmaceuticals.

Though not yet looking for a job, I would greatly appreciate 20 minutes or so of your time to gain your insight on how my experience might be a fit in a Pharmaceutical setting. In addition to my studies at the Mailman School, I also have a biochemistry undergraduate degree and have conducted very detail-oriented bench research in a lab setting for several primary investigators, leading to my being invited to present a poster at a national conference. I believe that your firm could find this experience valuable in all stages of drug development. Highlights include:

- **Cleaned data, improving accuracy by 23%** by improving data collection strategies and training survey designers during my prior practicum in Uganda.
- **Writing and editing**, including editing three articles which were submitted for publication, as well as two successful NIH grant proposals
- **Teamwork and leadership**, including being part of a winning team at Columbia University's Mailman School Innovation Challenge

I also notice from your bio that you made the transition from university to corporate that I'm looking to make. I would greatly value your insight regarding this transition I'm seeking. Would you be available for a brief meeting?

NOTE: Elements of Success

- Focus on value to them; asked for just 20 minutes; Mutually beneficial; Powerful Pitch; Not asking for a job; No reference to a resume; Call to action

Adapted with permission from Hellmann Consulting www.hellmannconsulting.com

Additional article on cold calling: <http://www.startupmoon.com/how-i-got-meetings-at-twitter-linkedin-and-github-using-cold-emails/>

SAMPLE COLD CALLING FOLLOW UP PHONE CALL

You: Good morning, this is Jennifer Jones, calling for Dr. Connor

Receptionist: Can I ask why you are calling?

You: I am following up with him on an email I sent last week, with a quick question.

Receptionist: He is in a meeting, can I take a message?

You: Actually, could you let me know when a better time for me to call might be?

(Call back)

You: Hello, this is Jennifer Jones from Columbia University, I'm calling for Dr. Connor again.

Receptionist: Yes, let me transfer you.

Dr. Connor: Hello?

You: Hello, my name is Jennifer Jones, and I'm a graduate student from Columbia University. I'm calling to follow up with you about an email I sent last week. Is now an OK time to speak for just a second?

Dr. Connor: Sure.

You: Well, I'm not sure if you saw my email, but I am an epidemiology student and I read your recent article on Acetaminophen and kidney disease. I was wondering if I could arrange a time to meet you briefly to get your insights into careers in epidemiology in the pharmaceutical field. I really admire your research and would be interested to know if I could contribute to this work in some way. I can tell you more, but I was just wondering if you might have 15 or 20 minutes free in the next few weeks, to meet and discuss? I can come to your office or we could set up a phone call.

Dr. Connor: Yes—I saw your email. I don't have any positions at the moment, but I'm glad to chat with you. How is Tuesday at 3pm?

You: Perfect. I really appreciate it!

Note: this meeting can lead to referrals to other opportunities or an eventual invitation to interview for a job.

Search Firms

Contact area search firms to facilitate your entry into the local job market. (See the section at the end of this document on Executive job search for some links.) Web-based research will help you to identify firms in your locations of interest.

- Be aware, search firms are being paid by the employer who hires you—you are the product they are selling, but you are not their client, the employer is. It is crucial not to put all your job search efforts into a search firm because their job is not to “place” you.
- Some search firms have exclusive arrangements with companies in which, if you are offered a position at the company, and find another position at the same company on your own, the company may be precluded from hiring you except through the search firm.
- Be cautious. Never work with a search firm that asks you for money; and be sure to tell them you do not want them to send your resume out without notifying you each time.

There are two main types of search firms:

- **Contingency firms/staffing agencies/temp agencies:** These firms (such as Professionals for Nonprofits, Robert Half, etc.) have recruiters who are only paid a fee if a candidate they present to a hiring organization is hired. These firms may sometimes submit your resume to employers on your behalf. They also may place candidates in temporary positions (in which case you are paid through the temp agency).
- **Retained Executive Search firms/“headhunters”:** These firms are paid a fee to identify top candidates for executive-level positions, regardless of whether they place a candidate. (See the end of this handbook, in the section for Executive job search, for a list of executive search firms).

Government Job Search: Federal, State, Local & United Nations

The job search for government can be significantly different from nonprofit or private sector search. Because of various regulations regarding civil service hiring, networking sometimes cannot help your search directly. Instead, there is a focus on “merit-based” hiring, meaning your resume and application materials must clearly show you are qualified. There are entire sections of the CareerLink Resource Library with numerous handouts and materials specific to government and UN job search.

In the US **federal** government, there are two types of hiring, “competitive” and “excepted service.”

Competitive hiring is a hiring process by which HR typically gives candidates a ranking based on their months and years of experience and their educational credentials; people who are military veterans then receive an additional hiring preference. In addition, for competitive hiring, the federal government has a strong preference for “status candidates”—individuals who already work for the federal government. Many positions are posted *only* for status candidates, meaning a non-federal employee cannot apply.

(**Returned Peace Corps Volunteers** within a certain timeframe of their return receive “[noncompetitive eligibility](#)” which means they can apply as Status Candidates.) Even when a position is listed for “all citizens,” strong preference is given to internal candidates; in some cases, a much larger number of internal candidates can be considered, and only a handful of external candidates can be. In other words, positions listed for competitive hiring are very difficult for non-federal employees or non-veterans to qualify for, unless they have many years of experience or are in a very in-demand profession. When applying for competitive positions, be sure to add significant detail to your resume—6 or more pages is common (see example of a federal resume in the resume examples section). It’s also important to use keywords from the job description, especially the “duties” section. Many federal agencies use Applicant Tracking Systems with keyword searches (see resume section below on keyword optimization, and a federal resume example).

Excepted service hiring is an “exception” to the competitive hiring. There are several exceptions, including whole [agencies](#) which are not required to use the competitive hiring process (including the Intelligence Community such as CIA, NSA; State Department, Government Accountability Office; USAID; Veteran’s Administration Health Research Services Administration; and legislative and judicial branch agencies such as the US Senate etc.); particular **job types** that are excepted (lawyers, clergy); and excepted hiring categories, such as **Schedule A** (for individuals with disabilities), or **student hiring** programs (the “[Pathways](#)” programs). These still may use veteran’s preference. Many agencies have internship programs for current students; and students can be converted to full-time employees after a certain number of hours of work. Some agencies also have their own special post-graduate fellowship programs (such as the [Presidential Management Fellowship](#) program) which create a career track to full time employment.

State and local government agencies may have their own hiring processes; some require candidates to achieve a high score on a civil service exam. These exams may not be offered on a regular basis; some are offered as rarely as once every 4-5 years. It is important to conduct thorough research on the specific hiring methods of the state or local government agencies you’re most interested in applying for.

How to Find the Right Federal Jobs: Federal Occupational Series Numbers of Relevance to Public Health

It can be difficult to know what positions best match with a public health degree, or to navigate the USAJobs.gov job board to find relevant positions. One way to search USAJobs is to create a custom search by Occupational Series number, GS level, and/or keyword. Several automated searches can be created to capture the right job postings. To do this, click “Advanced Search” in USAJobs.

1. Select Pay Grade from grade 9 to 12 (with a Master’s degree, you qualify for GS-9; with a PhD you qualify for GS-11; with years of experience you can qualify for as high as GS-12; note it is much easier to enter the federal government as an external candidate at a GS-9 level than it is to enter at higher levels. If you have very little experience, consider opportunities at GS-7 as well). Then enter the keyword of “health.”
2. Under “Series Number Search” you may want to select some of the following “occupational series numbers”:

0136 International Cooperation Series
0018 Safety And Occupational Health
0020 Community Planning
0028 Enviro Protection
0089 Emergency Mgt
0243 Apprenticeship

0306 Gov Info
0343 Management and Program Analyst
0401 General Natural Resources Management and Biological Sciences
0403 Microbiology
0405 Pharmacology
0415 Toxicology
0560 Budget Analysis
0669 Medical Records Administration Series
0670 Health System Administration Series
0671 Health System Specialist Series
0685 Public Health Program Specialist Series
0688 Sanitarian Series
0690 Industrial Hygiene Series
0696 Consumer Safety Series
0698 Environmental Health Technician Series
0991 Workers' Compensation Claims Examining Series
1035 Public Affairs Series
1109 Grants Management Series
1501 General Mathematics and Statistics
1530 Statistics
1822 Mine Safety and Health Inspection
1802 Compliance Inspection and Support Series
1862 Consumer Safety Inspection Series

3. AGENCIES: You may also want to search within specific agencies. Some of the agencies that have the most jobs in public health include the following. Some of their internship and fellowship positions may not be posted on USAJobs, so it can be worth visiting the agency websites individually. To research these agencies further, visit usa.gov for a full directory.

Dept of Agriculture:

- Food and Nutrition Service
- Food Safety and Inspection Service
- Foreign Agriculture Service
- National Agricultural Statistics Service
- National Institute of Food and Agriculture

Dept of Defense:

- Uniformed Services University of the Health Sciences
- Tricare agency
- Military branches (Navy, Air Force, etc.) also recruit strongly for public health as well as clinical positions.

Dept of Education:

- Office of Safe and Drug-Free Schools

Dept of Commerce:

- Economics and Statistics Administration
- National Institute of Standards and Technology
- National Oceanic and Atmospheric Administration
- National Technical Information Service

Dept of Energy:

- Federal Energy Regulatory Commission (FERC)

Dept of Health and Human Services (all sub-agencies are of interest, especially the following):

- Administration for Children and Families
- Agency for Healthcare Research and Quality
- Agency for Toxic Substances and Disease Registry

- Centers for Disease Control and Prevention (CDC)
- Centers for Medicare & Medicaid Services (CMS)
- Department of Health and Human Services - Agency Wide
- Food and Drug Administration (FDA)
- Health Resources and Services Administration (HRSA, pronounced “hersa”)
- Indian Health Service
- National Institutes of Health (NIH)
- Substance Abuse and Mental Health Services Administration (SAMHSA)

Department of Homeland Security:

- Science and Technology Directorate

Department of Housing and Urban Development:

- Office of Disaster Management and National Security
- Office of Healthy Homes and Lead Hazard Control

Department of Justice

- Drug Enforcement Administration (DEA)
- Possibly--Executive Office for Immigration Review

Department of Labor:

- Employment Standards Administration
- Mine Safety and Health Administration
- Occupational Safety and Health Administration (OSHA)
- Office of Disability Employment Policy
- Office of Workers' Compensation Programs

Department of State (all sub-agencies may be of interest; MPH students may qualify for Foreign Service Specialist positions, which may be easier to get than Foreign Service Officer positions—ask Career Services for details on the Foreign Service Exam if you are interested)

Department of the Interior:

- Bureau of Safety and Environmental Enforcement
- Bureau of Indian Affairs

Department of Transportation:

- Pipeline and Hazardous Materials Safety Administration
- Highway Safety

Department of Veterans Affairs:

- Deputy Assistant Secretary for Emergency Management
- Deputy Assistant Secretary for Program and Data Analysis
- National Center for Veteran Analysis and Statistics
- Veterans Affairs, Veterans Health Administration (a huge agency)

Executive Office of the President/White House (NOTE: does not have to list jobs on USAJobs)

General Services Administration:

- Office of Emergency Response and Recovery

Judicial Branch-- including US Courts, Supreme Court

Legislative Branch:

- Congressional Budget Office (NOTE: does not have to list jobs on USAJobs)
- Government Accountability Office (GAO) (specifically has health policy division)

- House of Representatives (NOTE: doesn't list on USAJobs)
- Library of Congress, including Congressional Research Service (CRS)
- Medicare Payment Advisory Commission
- US Senate (NOTE: doesn't list on USAJobs)

OTHER Agencies:

- NASA
- National Foundation on the Arts and the Humanities (including Institute of Museum & Library Services, NEA, NEH)
- Amtrak
- Appalachian Regional Commission
- CIA
- Chemical Safety and Hazard Investigation Board
- Commission on the Prevention of Weapons of Mass Destruction
- Consumer Financial Protection Bureau
- Consumer Product Safety Commission
- Defense Nuclear Facilities Safety Board
- EPA
- Federal Mine Safety and Health Review Commission
- FCC
- EEOC
- FTC
- Millennium Challenge Corporation
- National Council on Disability
- National Science Foundation (NSF)
- National Transportation Safety Board (NTSB)
- Nuclear Regulatory Commission
- Occupational Safety and Health Review Commission
- Office of Personnel Management (OPM)
- Peace Corps
- Securities and Exchange Commission
- Small Business Administration
- Social Security Administration
- US Agency for International Development (of great interest to global health—but does not need to post on USAJobs; go directly to their website or look for contract positions via GlobalCorps.com)
- US Interagency Council on Homelessness

Additional articles on Government Job Search:

See the CareerLink Resource Library section on Government Job search for many more.

Secrets of Government Job Search workshop

http://www.mailman.columbia.edu/sites/default/files/Secrets_of_the_Nonprofit_Government_Job_Search_4%20Mailman.pdf

CDC WORKSHOP:

<http://www.mailman.columbia.edu/sites/default/files/FindApplyWorkshop91113.pdf>

Presidential Management Fellowship [SIPA Presentation](#)

PMF Application [process](#)

[Career Opportunities in State and Local Government \(SIPA\)](#)

[Downloadable list](#) of all federal government agencies, state government hiring sites, and largest city/county hiring sites

Federal salary negotiation: <http://uwmakingthedifference.blogspot.com/2010/12/federal-salary-negotiation.html>

Many additional handouts are available in CareerLink Resource Library, in the Government job search section, including a list of the largest federal employers in New York State.

Getting Hired By The United Nations And Affiliates^v

Although many people consider the United Nations the epitome of an international career, it is extremely competitive because of its relatively high pay and excellent benefits, and hiring can sometimes be limited for citizens of countries that are “overrepresented” among employees of the UN—including U.S. citizens in many cases. There are a few ways to enter the United Nations, including taking the National Competitive Recruitment Exam or other exams, applying online for posted opportunities, or finding a contract position.

The United Nations itself has a quota system in which they hire professionals in numbers that reflect their country’s donations and representation within the UN and other factors. For many years, and up until 2008, there was no hiring of American citizens at all via the National Competitive Recruitment Exam (NCRE), which is the way the UN usually fills P2 level (Junior Professional) positions. In 2008, the UN opened this examination process to U.S. citizens because a large number of American UN employees retired. The examination process itself is extremely competitive and rigorous, including a written test, a series of panel interviews and more. You can be no older than 32 years old to take the NCRE. Agencies affiliated with the UN, such as UNICEF, may have a different hiring process and are not always bound by national hiring quotas. The World Health Organization and PAHO do not have country quotas.

Individuals who apply for positions with the UN must be fluent in English or French, and additional languages (especially Arabic, Chinese, Russian and Spanish) are looked upon favorably. Online applications must be extremely thorough and use the keywords from the job description, and most applicants for UN positions requiring five years of experience will have much more experience than that, often combined with a PhD. There are various employment scales; for example: P1-2 level requires a Master’s degree and 2-3 years of relevant (paid) work experience. P3 level requires a Master’s and 5 years of experience; P4 level requires a Master’s and 8 years of experience. Positions at the P3 level and higher are usually filled through an online application process (not through an exam like the NCRE).

When applying, carefully read the job announcement and look for special keywords, customize your “Personal History Profile” form (akin to a CV or resume) so that it has all the keywords in the job announcement, and go into much more detail in the CV than you would for an American resume (for example, a UNICEF recruiter told me that the CV should be at least 5 pages for a P2 position; or 12 pages for a P4 position).

Don’t leave anything to chance—if you don’t spell out your specific relevant experience, the hiring manager will not make any assumptions or inferences from other parts of your resume that you have the required experience. If your application is accepted, you will likely go through an assessment, including a written test and a panel interview with competency-based questions (such as “Give us a time when you were an effective change agent in an environment resistant to change”).

Other ways to build experience include internships (which in the UN are only for graduate students and are almost always unpaid), which can lead to consulting jobs. Contract or temporary opportunities can sometimes be found by inquiring directly with a particular office or through networking with alumni or the authors of UN/WHO publications. It’s not a bad idea to “follow the money”; for example, with organizations like UNICEF, donations tend to rise in response to emergencies, so if you are willing to work in a disaster area, you may have a better chance of finding a position.

Additional Articles on UN search:

See the Global Health section of the CareerLink Resource Library for many more.

UN National Competitive Recruitment Exam and other entrance exams

<https://careers.un.org/lbw/home.aspx?viewtype=NCE&lang=en-US>

UN System Employment Opportunities www.unsystem.org/jobs/job_opportunities.htm

UN Hiring levels www.un.org/Depts/OHRM/salaries_allowances/salary.htm#gs

Positions in other UN organizations www.un.org/Depts/OHRM/indexpo.htm

UN Online Volunteering program www.onlinevolunteering.org

[The United Nations System overview \(SIPA\)](#)

[Career Opportunities in Multilateral Organizations \(SIPA\)](#)

Additional Articles On Job Search Strategy

Figuring out what to do with your life <http://heatherkrasna.com/2008/12/14/hello-world/>

10 commandments of job search <http://heatherkrasna.com/2009/01/03/heather-krasnas-ten-commandments-of-the-job-search/>

Top 4 Ways to Organize Your Job Search <http://nonprofitprofessionals.com/2013/12/top-4-ways-to-organize-your-job-search/>
when offered 3 choices, choose the 4th

[Guest Post from Lavie Margolin: "80% of jobs are not advertised" is just not true](#)

[Looking for Jobs in all the Wrong Places](#)

[The employer didn't get back to me. What should I do?](#)

Pick up the phone <http://heatherkrasna.com/2011/02/16/pick-up-the-phone/>

Is your job market competitive? 5 ways to find out <http://heatherkrasna.com/2010/11/24/is-your-job-market-competitive-5-ways-to-find-out/>

10 head smacking tips for job seekers <http://heatherkrasna.com/2010/11/24/10-head-smacking-tips-for-job-seekers/>

Applying for jobs is like voting—do it early and often <http://heatherkrasna.com/2010/11/03/applying-for-jobs-is-like-voting-do-it-early-and-often/>

Follow up in the job search <http://heatherkrasna.com/2010/09/01/follow-up-during-the-job-search/>

How long should you keep looking for your perfect job? <http://heatherkrasna.com/2010/08/06/how-long-should-you-keep-looking-for-your-perfect-job/>

10 guerrilla strategies <http://heatherkrasna.com/2009/02/07/guerrilla-strategies-for-a-tough-job-market/>

why just applying won't cut it <http://heatherkrasna.com/2009/01/21/job-search-strategies-or-why-just-applying-wont-cut-it-anymore/>

[It's not over until it's over](#)

Why you still haven't gotten a job http://blogs.hbr.org/cs/2011/09/why_you_still_havent_gotten_a.html

The complete job search guide <http://academy.justjobs.com/the-complete-job-search-guide/>

How to curate your own personal job feed http://blogs.hbr.org/cs/2012/03/how_to_curate_your_own_persona.html

Finding a job where you can make a difference http://www.huffingtonpost.com/monisha-kapila/nonprofit-jobs_b_2269136.html?utm_hp_ref=opportunity-working

How to manage a confidential job search <http://heatherkrasna.com/2015/03/06/how-to-keep-your-job-search-confidential/>

Etiquette & Emotions In The Job Search

Overcoming rejection <http://heatherkrasna.com/2010/10/20/overcoming-rejection-the-two-poisons-that-destroy-your-job-search-chances/>

[Emotions in the Job Search](#)

Tale of 2 job seekers <http://heatherkrasna.com/2010/09/15/a-tale-of-two-job-seekers/>

How to sabotage your job search <http://heatherkrasna.com/2010/07/22/how-to-sabotage-your-job-search/>

Polite job search <http://heatherkrasna.com/2009/03/02/politejobsearch/>

Additional Articles On Sector-Specific Search: Federal, State, Local Gov, International, Transitions

[Starting a Career in International Development](#)

[Who else could hire you? How program staff can switch mission areas](#)

Same location, different hiring methods, <http://heatherkrasna.com/2011/04/06/same-location-different-hiring-methods-city-of-seattle-king-county-sound-transit-tacoma/>

Civil Service hiring: state of NY <http://heatherkrasna.com/2011/01/12/civil-service-hiring-the-state-of-new-york/>

Federal hiring reform round2 <http://heatherkrasna.com/2011/01/05/federal-hiring-reform-round-2/>

Transition from private to public sector <http://heatherkrasna.com/2010/07/21/transitioning-from-private-to-public-sector/>

Federal jobs: stable careers that make a difference <http://heatherkrasna.com/2010/07/16/federal-jobs-stable-careers-that-can-make-a-difference/>

State of MD

<http://heatherkrasna.com/2010/09/29/state-government-hiring-interview-with-hr-at-the-state-of-maryland/>

RESUMES and CVs

Preparing well-organized, clear and concise CVs and resumes is a key component of a successful job search and interview process. An easy way to differentiate a resume from a CV is to think of a resume as a snapshot of your life and your CV, as your life. Resumes are used in the majority of job searches; CVs are typically used for faculty or research roles in academia, within certain research organizations or think tanks, in the federal government (which uses a more detailed resume format—see example below), and sometimes in international NGOs or intergovernmental organizations (like the UN), depending on the organization and country.

Use the following quick and easy guidelines to develop your resume:

- Make the resume readable, attractive and reasonable in length (the rule of thumb is one page for every five-ten years of relevant work experience; most graduate students with less than 2 years of experience should keep to one page).
- Use a professional looking font (i.e., Calibri, Verdana, Palatino, Times etc.) no smaller than 10 pt. (keeping in mind that some fonts, like Times, are much harder to read in smaller sizes). Don't use more than two different fonts; and avoid "overdesigning" the resume unless you are applying for jobs requiring graphic design skills.
- Include techniques that create visual interest including bold print, indentation, caps, underlining, lines to separate Name/Address block from Objective block and/or Experience from Additional Information block
- Ensure that there are no spelling or grammatical errors.
- For situations when you will be bringing a resume to a job fair, or in the rare case of mailing a resume, use quality offset or laser-printed, conservatively colored paper (white, off-white or beige) with matching envelopes. Use paper of at least 24 lbs or 25% rag content for resumes you plan to send to prospective employers or bring to job fairs.
- Sentences should be short - beginning with capital letters. Do not use articles: a, an, the.
- Omit personal pronouns (I, me, my).
- Highlight your accomplishments, achievements and strengths.
- Use action verbs, descriptive adjectives and adverbs, and quantify whenever possible, e.g. number of people, number of items, amount of money involved, % increase in funding for ambulatory care unit, % decrease in turn-around time for hospital admittance.
- Consider adding context to highlight your achievements. For example, if you were able to maintain consistently positive health outcomes even in the fact of a 25% budget cut and simultaneous caseload increase of 20%, mention it. If you created the first-ever survey to evaluate outcomes, gathering data where none had previously existed, mention it.
- Use numerals for numbers larger than eleven ("3,000" instead of "three thousand").
- Do not abbreviate—unless you are absolutely certain those reading the resume will know what the abbreviation means, and/or the specific abbreviation was used within the job description of the job you're applying for.
- Bulleting can be an effective technique to improve readability.

Resume Development

Chronological Resume

The standard reverse chronological resume includes several sections: name and address, objective or summary (optional), education, experience, and skills. Work experience and Education are listed in reverse chronological order. Other sections that you can use to customize your resume include: licensure and certification, volunteer leadership, honors, publications, relevant course work.

Name/Contact Block

This block includes name, address, phone and e-mail address (job-seekers may also include hyperlinks to their LinkedIn profile if it is optimized, and those seeking jobs that require knowledge of social media may include links to other social media profiles; those applying to jobs requiring public speaking may want to link to a video clip of themselves conducting a presentation if available). Students should be consistent regarding the names they use; if you use a nickname, be sure to also include your name as it is listed legally/officially.

If you are planning to relocate to another community or country, you may include your permanent address in the left corner to indicate ties to another community or country. (If you seek a position in the Bay Area of California and your permanent home address is in San Francisco, include it on the resume, it's significant.) Since you may receive calls from prospective employers during your job search, make sure your voicemail greeting is professional and clearly states your name.

If you are close to graduation, consider using a personal email on your resume rather than the Columbia University email, since the email address may expire post-graduation; and/or sign up for a Columbia Alumni Association email. According to CUMC IT, the @cumc.columbia.edu email will expire 90 days after graduation, so we advise students NOT to use this account on their resume; however, the @columbia.edu email account doesn't expire—but you must manually switch the account to forward to another email address (like your personal Gmail) after graduation. Contact CUMC IT for details.

KATHERINE JONES

60 Haven Avenue, Apt. 2D, New York, New York 10032
212.305.1549, kjonesmph@gmail.com

KATHERINE JONES

Permanent Address

300 5th Avenue
San Francisco, California 94118
415.323.9387

Current Address

60 Haven Avenue, Apt. 2D
New York, New York 10032
212.305.1549

kjonesmph@gmail.com

Summary/Profile or Objective Block (optional)

This section is optional. If your resume and cover letter make it clear what you are specifically looking for, there is no need for an objective; an objective is typically used by those with less experience, and can be helpful when attending job fairs where you are submitting a resume without a cover letter. If you use an objective, it should be brief and to the point: Position in Healthcare Consulting or Position in Biostatistics at major pharmaceutical company. When answering a job advertisement/posting, paraphrase the description in the posting. **This is a poor objective:** A challenging position in hospital/healthcare administration that will allow me to utilize my education and prior experience to impact the healthcare delivery system.

A summary or objective can be helpful if you are changing careers. If you have significant work experience, a profile or summary of 2-3 sentences or a bulleted or paragraph style summary of qualifications rather than an objective is appropriate.

Profile Template

Adjective (“Experienced,” “Dynamic,” “Recent graduate”) Noun (“global health professional,” “MPH graduate,” “epidemiologist,”) with (list of technical skills--use keywords from target jobs), experience in (list of subject matter expertise), and track record of (list of top achievements, such as “managing budgets of up to \$1 million,” “leading program expansions of up to 50%”), seeks (objective, customized to specific job).

Profile Example:

Experienced public health professional with expertise in maternal, child and family health issues. Significant expertise in gender and health issues, monitoring and evaluation, and program management; in-country experience in Ghana and Benin, language fluency in French; seeking global health project management position.

Education Block

This block lists the institutions from which you earned degrees. It is in reverse chronological order and, therefore, information on your Mailman School of Public Health education will be listed first. Make sure to include your month of graduation in the text: Master of Public Health in Population and Family Health, Expected May 2015. Official months of graduation are May, October and February. However, if you are a February graduate, you can indicate your date of graduation as December so that employers know you are available as of the turn of the year. If an October graduate, you may do the same and indicate August. Honors can be included in this section and should be affiliated with the institution at which earned. In this section you can also include co- and extra-curricular activities: President, Healthcare Management Association, Publicity Coordinator, Black and Latino Student Caucus, Member, ACHE (if you have significant volunteer leadership experience, it can be its own section—see below). It is suggested that you include reference to your coursework in this block, if you have had relevant coursework but not experience (see example below). It is helpful to highlight a few courses relevant to your stated objective in this section if you are a first year student seeking a summer opportunity or if you are changing careers.

EDUCATION

MAILMAN SCHOOL OF PUBLIC HEALTH, COLUMBIA UNIVERSITY

Master of Public Health (MPH), Sociomedical Sciences expected Dec. 2014
Certificate in Health Promotion/Disease Prevention

- Recipient, Community Scholar Program Fellowship. President, SMS Educators (2013-14).
- Coursework included: (list relevant departmental courses as well as the core.)

BARUCH COLLEGE, CUNY

Bachelor of Business Administration, June 2010. Concentration in Marketing. Dean's List.

Licensure or Certification Block

- Include expected licensure or certification as: pending, or in-process if you have not yet received it.
- List state and area of licensure or certification and date.

Experience Block

- Professional experience should also appear in reverse chronological order. It can also be appropriate to include unpaid internships or even high-level volunteer work in this section.
- Include name of employer, city, state, your title, and dates employed.
- When listing an internship, avoid the generic job title of "Intern." Rather, list "Program Evaluation Intern" or "Epidemiology Research Intern."
- When applicable, include practicum, internship, volunteer, part-time, or summer employment. If you have completed a practicum, but have full-time work experience that is more significant, you can include the practicum in the Education block. (See resume templates). If, however, your practicum experience is directly related to your ultimate career goals, include the practicum in the Experience block.
- Use action verbs and focus on your achievements, your accomplishments and quantifiable results in your description of job and educational experiences. Do not use passive phrases such as "duties included" and "was responsible for"; and avoid more passive verbs such as "assisted with" or "participated in."
- Try to use numbers and results as much as possible. For each bullet, ask yourself:
 - If you did research, how complex was it? What research methods did you use? How many study participants were there? Were the research reports presented, and if so, to whom?
 - If you ran programs, what was their scale? How many participants were in the program, and who were they? Did your program, when evaluated, have a positive impact?
 - If you started something new, try phrases like "Spearheaded" or "Launched first-ever..."
 - If you handled a budget, how much was it? Did you save money? If so, how much, or what percent was saved?
 - If you improved a process, can you describe the impact of the improvement? Did you improve efficiency by 20%, or reduce turnaround time on data entry by 3 days?
 - Did you manage, train, hire or supervise people, including interns or volunteers?
 - Did you establish new partnerships which expanded the program or raised new funds?
 - If you overcame a challenge, state that; for example "Led turnaround efforts which improved morale and reduced turnover by 20%." Or "Raised \$20,000 in new grants even during the recession."

EXPERIENCE

CHILDREN'S DEFENSE FUND Washington, DC, Summer and Fall 2014

Program Evaluation Intern

- Collaborated on design and dissemination of 10-page survey provided to 500 participants to assess qualitative and quantitative impact of community-based child health programs nationwide.
- Evaluated child health awareness programs funded by Department of Health and Human Services for \$1.5M. Program evaluation was used in successful re-application for grant.
- Co-authored position paper on impact of child health insurance programs which was used in advocacy and outreach efforts nationally.

INTERNATIONAL RESCUE COMMITTEE New York, NY, 2006 - 2007

Development Officer

- Cultivated 200 corporate and other institutional donors for 2006 Refugee Initiative, successfully raising \$1.5 million in new funds.
- Increased contributions for all projects by 75% in 2006.

Health Educator

- Facilitated 5-session seminar series on health promotion/disease prevention topics which improved health outcomes for 400 youth from humanitarian crisis areas.
- Trained 20 health educators in individual and group formats prior to international assignments.

ACTION VERBS

Most resume reference publications include lists of action verbs that can help you to create active, descriptive phrases. Some typical action verbs used in resumes include:

achieved	initiated
administered	introduced
analyzed	launched
assessed	managed
assisted	organized
collaborated	originated
conceived	planned
conducted	prepared
coordinated	proposed
created	recommended
designed	reorganized
developed	researched
devised	restructured
directed	revised
established	spearheaded
evaluated	strengthened
expanded	supervised
facilitated	taught
formulated	trained
implemented	translated

Sometimes, if you have significant experience that is directly related to your future target job, but your most recent experience is not related, it can be helpful to split your experience section into more than one section (usually no more than two sections are needed). For example, you may have international experience from the past; and decide to have “Global Health Experience” and “Domestic Experience” as two sections, when targeting global health jobs, so that your global experience will be read first.

If you choose to segment your experience, headings to consider for the Experience block include the following. Remember to use reverse chronological order within each experience segment.

Professional Experience	Related Experience
Healthcare Experience	Additional Experience
Administrative Experience	Professional Highlights
Supervisory Experience	Experience Highlights
Counseling Experience	Experience Summary
Research Experience	Relevant Experience
Global Health Experience	Domestic Health Experience
Other Experience	

Volunteer Leadership

If you have significant school-based leadership experience, such as being President of a student group, you may wish to have a separate section to highlight this. You can also list volunteer work where you have specific achievements, and even use bullet points to list your achievements (“Raised \$1,500 as part of a walk-a-thon event”).

For experienced professionals considering a transition from the corporate to nonprofit sector, you may also attempt to find an opportunity to serve on the [board](#) of a nonprofit organization. You may decide to emphasize this experience by listing this section (which may be titled “Volunteer Leadership” or “Nonprofit Board Governance”) at the top of your resume after your summary.

Skills

This block includes information such as, but not limited to: language fluency and computer programs. It is crucial to specifically list the computer skills you have, because certain employers use Applicant Tracking Systems which will scan your resume for keywords (and keywords are frequently computer programs)

SKILLS

Proficient with MS Office, (Word, Excel, PowerPoint and Access) and statistical programs including SAS, SPSS, S-Plus, STAT, BMDP and SUNDANE.

Bilingual in English/French. Conversant in Spanish and German.

Additional Information

This is a section where you can list travel, hobbies, professional memberships or other information about you that is relevant, but which you are unable to include elsewhere. A prospective employer might cull information from this block for an initial question that serves to set you at ease. If you choose to list hobbies, consider being specific (“Thai cooking” as opposed to just “cooking”) to pique the reader’s interest. You may also list professional memberships; if they are extensive, it is appropriate to include them in a separate block.

ADDITIONAL INFORMATION

Authorized to work in the United States. Bilingual in English/French. Conversant in Spanish and German. Travelled extensively in Europe and have lived in France, Spain and Italy.

Beating Resume Robots^{vi}

For years now, many companies have been using Applicant Tracking Systems (“ATS’s”) to manage the volume of resumes that are submitted for jobs. As a job seeker, it’s hard to know which companies use an ATS, though in some cases it’s obvious—when you click the “apply” button, you are taken to a site like Silkroad, Taleo, iCIMS, JobVite, or Bullhorn (to name a few). Certain employers almost always use an ATS, while others, including most small companies and nonprofits, can’t afford them.

Why should you care? Because the ATS is often the first to “read” your resume—thus a computer software determines if a human will even see your resume. The ATS is used to scan resumes for keywords to screen out candidates. Some ATS software has strong “parsing” capability, being able to weight the keywords by positioning (closer to the top of the resume and/or repeated words getting more weight), while others just aren’t that smart.

There are several secrets for beating these resume robots so that your resume is read by a human:

- Carefully read the job description; print it out and take a highlighter to the more technical terms, proper nouns, and verbs. Words or phrases that are repeated, words from the job title itself, names of software or foreign languages, names of licenses or certifications, or skills labeled as “required” should get extra attention.
- Think like a computer, i.e., literally. If the job description asks for Excel, make sure you don’t list “MS Office.” Actually write “MS Excel.”
- Copy and paste the job description into [Wordle.net](http://wordle.net) to get a word cloud showing the words that are repeated the most. Try software like [Resunate.com](http://resunate.com) to see how well your resume matches the job description.
- Read in between the lines—a company asking for someone with consulting experience at a top firm might decide to scan for “Bain,” “Boston Consulting Group,” or “McKinsey.”
- Make sure your resume is parsed correctly. For certain ATS’s, if you upload your resume it will be converted into a plain text version. If you can, check to make sure your resume converted correctly in the database.
- Go to LinkedIn.com and look under “Companies,” then look up the company in question, and look at the Skills of employees of the company—these are often your keywords.

A word of caution—there is no point in creating a resume with great keywords if you can’t back them up in real life. Don’t waste a recruiter’s time—and yours—by throwing in terms you haven’t earned the right to list in the resume. You will only fall apart the minute you are questioned in the interview.

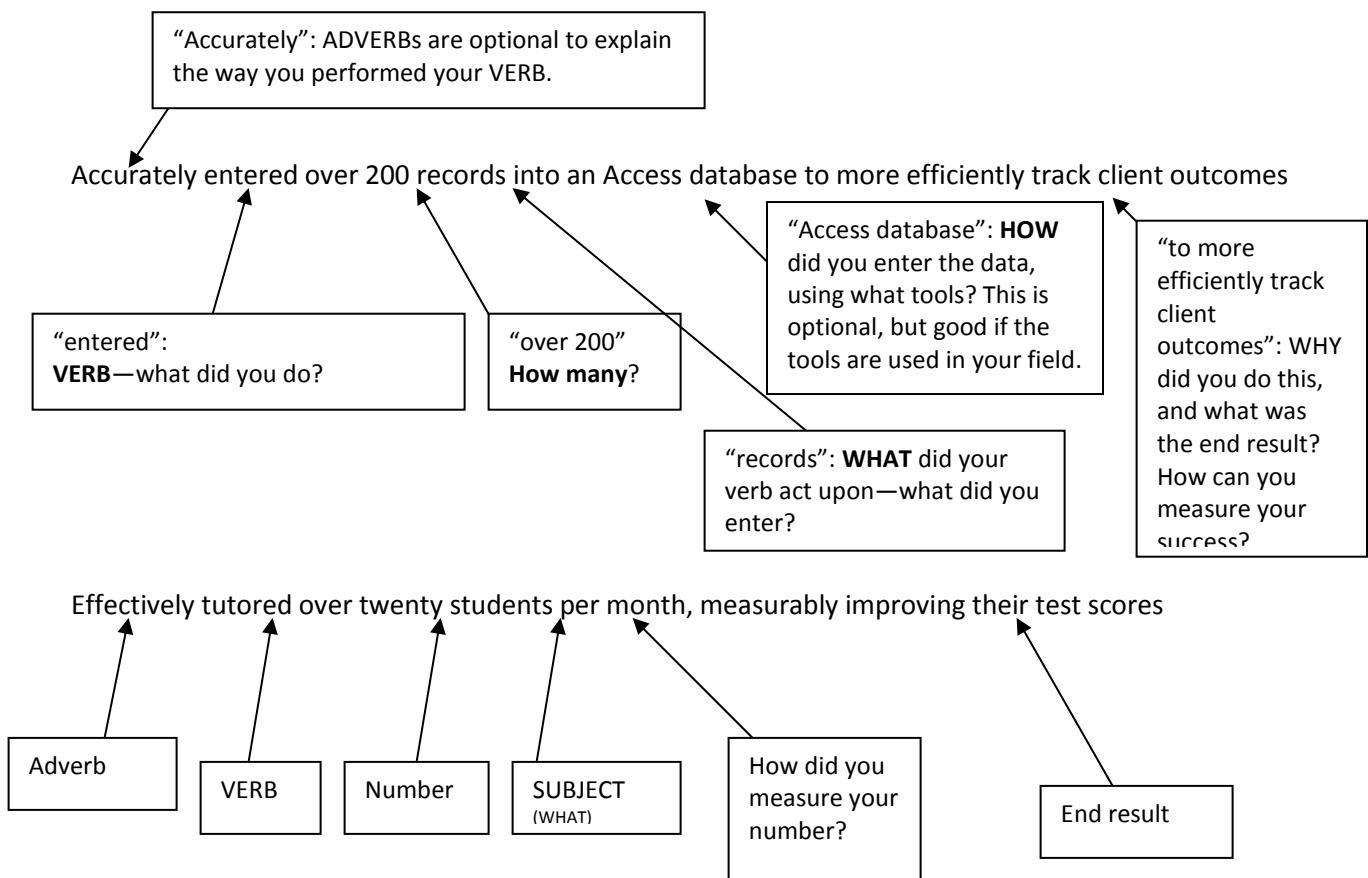
And, finally, the real best way to beat the resume robot is to connect with a human in the first place. Build your professional network at your favorite companies to get an internal referral, and you won’t have to worry about resume robots at all.

Additional article on ATS: <http://lifehacker.com/5866630/how-can-i-make-sure-my-resume-gets-past-resume-robots-and-into-a-humans-hand>

Anatomy of a Bullet Point

© Heather Krasna 2006; © 2010, *Jobs That Matter: Find a Stable, Fulfilling Career in Public Service*, H. Krasna

When writing about your work experience, volunteering, or leadership activities, it is recommended that you not only express the basics of what you did, but quantify how much work you did (how many customers, clients, records etc.), and try to measure your end results or accomplishments. Results are best measured as: did you improve the situation? Save money for the organization—if so, how much? Save time by doing this more efficiently—if so, by what percentage did you speed things up? Generate income for the organization—if so, how much? Maintain an orderly environment by running things smoothly—if so, how many records did you enter and why were they important, confidential, etc.? Did you win any awards or recognitions? If you did research, did it get published and/or presented to decision-makers? If so, did it result in program improvements? Adding context may also help show how much work you did, how you did a better job than others, or how you overcame challenges; compare what you did with prior years, or use phrases like “first-ever” or “spearheaded.”



Another way to write a bullet point is to start with the end result or achievement:

- Increased program participation by 50% (RESULT) by building partnerships (VERB) with 15 (NUMBER) community-based organizations (OBJECT).
- Raised (VERB) \$500,000 (NUMBER) in new grants (SUBJECT), an increase of 80% over the prior year (CONTEXT), even during the recession (CONTEXT).
- Significantly improved curriculum (RESULT) by spearheading (VERB) first-ever (CONTEXT) learning outcomes evaluation process (OBJECT) for 900 (NUMBER) student participants.

Resume Samples

These samples were developed to illustrate basic points in resume development. All differ slightly, and any one is appropriate to use as a model, depending on your circumstances. We encourage students to make an appointment with Career Services for a resume review.

DENISE SIMONE

90 Haven Avenue, 3C, New York, New York 10032
917.305.1597, ds18@columbia.edu

SUMMARY

Biostatistics graduate student with advanced statistics and clinical trials experience at major pharmaceutical company seeks research internship in pharmaceuticals.

EDUCATION

COLUMBIA UNIVERSITY MAILMAN SCHOOL OF PUBLIC HEALTH, New York, NY
Master of Science (MS), Biostatistics/Applied Biostatistics Track, expected May 2016
Recipient, Department of Biostatistics Graduate Fellowship. Member, Academic Committee.

- *Relevant Courses:* Applied Regression, Statistical Inference, Statistical Computing with SAS, Public Health GIS/ArcGIS, Probability, Randomized Clinical Trials, Linear Regression Models, Multivariate Regression, Analysis of Categorical Data

UNIVERSITY OF CALIFORNIA AT BERKELEY, Berkeley, CA
Bachelor of Science, Applied Mathematics and Statistics, June 2014. Minor in Health Education.
Dean's List. Resident Advisor. Mathematics tutor (2009-2010).

EXPERIENCE

COLUMBIA UNIVERSITY MAILMAN SCHOOL New York, NY, Fall-Winter 2014-2015

Teaching Assistant, Department of Biostatistics

- Lead supplementary seminars for 25 students in *Analysis of Categorical Data* course, ensuring understanding of material for a diverse audience with non-technical backgrounds.
- Taught two sessions of *Introductory Biostatistics* to 15 high school students in gifted and talented program sponsored by the School of Public Health.

JOHNSON PHARMACEUTICAL RESEARCH INSTITUTE Raritan, NJ, Summer-Fall 2015

Biostatistics Intern

- Collaborated with research scientists on design and analysis of a randomized clinical trial with 400 participants for an investigational medication to treat kidney disease.
- Co-designed protocol and case report, from development and statistical programming to study report preparation. Report was presented to senior leadership team.

BOSTON AREA PSYCHIATRIC INSTITUTE Boston, MA, Summer 2014

Data Analysis Intern

- Maintained and interpreted data and reported statistical findings on child mental health.
- Created statistical models including advanced multivariate regression analysis to support a \$20 million NIMH-funded research project.

SKILLS AND CERTIFICATIONS

Advanced knowledge of MS Excel (including pivot tables and macros); MS Word; ArcGIS; and statistical applications including SAS, SPSS, S-Plus, Stata, and R.
HIPAA and Institutional Review Board (IRB) training/certification.
Bilingual in English/French. Conversant in Spanish and German.

ADDITIONAL INFORMATION

Authorized to work permanently in the United States. Have lived in France, Spain and Italy.
Volunteer, Public Health Community Outreach Program, Mailman School of Public Health, 2015.

THOMAS BROWN

600 Fort Washington Avenue, New York, New York 10032
(917) 305-1121, tbrown@gmail.com

EDUCATION

COLUMBIA UNIVERSITY, MAILMAN SCHOOL OF PUBLIC HEALTH

Master of Public Health (MPH), Environmental Health Sciences, expected May 2017

- Certificate in Climate and Health
- Recipient, Sierra Club Fellowship, provided to 3 of 60 MPH students.
- *Relevant coursework:* Toxicology, Ethical Issues in Occupational/Environmental Health, Molecular Epidemiology, Environmental Health Policy, Health Policy and the Political System

NEW YORK UNIVERSITY

Bachelor of Arts, Political Science, Pre-law concentration, received June 2013. **Dean's List.**

Spent one year in San Paolo, Brazil, at Catholic University.

Thesis: The History and Potential of Public Interest Litigation Organizations.

REGULATORY EXPERIENCE

U.S. ENVIRONMENTAL PROTECTION AGENCY

Washington, DC

Compliance Intern

Summer 2012

- Wrote first draft of Compliance 2012 reform initiatives, which were implemented agency-wide and leveraged mobile technology to improve accuracy of emissions monitoring nationwide.
- Facilitated 20 training sessions, with a total of 250 participants, on Compliance 2012, for 10 regional EPA offices, using webinar technology and in-person presentations; received highest evaluation rating from 90% of training participants (15% higher than other, past workshops).

RESEARCH EXPERIENCE

RESOURCES FOR THE FUTURE

Washington, DC

Research Associate

2010-2012

- Explored funding, liability and land use issues leading to successful Superfund reform initiatives.
- Analyzed effectiveness of EPA regulatory efforts in reducing pollution levels, using advanced statistical modeling in SAS to research levels of particulate matter.
- Conducted preliminary empirical research on biodiversity and its value in pharmaceutical product development. Research is now being synthesized for presentation to 15 stakeholders.

PHILLIPS NIZER BENJAMIN KRIM & BALLON LLP

New York, NY

Research Assistant, Environmental Law Practice

2010-2011

- Prepared regulatory compliance filings, including permits, variance applications and environmental impact statements. Achieved 100% clean audits for all clients.
- Conducted research in support of environmental due diligence audits for seven major clients.

VOLUNTEER LEADERSHIP

Volunteer, Washington Heights Water Watch.

Facilitator, 2012 Environmental Career Conference, Earth Institute, Columbia University.

SKILLS AND INTERESTS

Strong knowledge of MS Office (Word, Excel, PowerPoint), STATA, SPSS. Conversational in Spanish. Extensive travel in Africa and South America. Versed in environmental issues facing resource-limited countries.

HYUNG LIM

300 West 110th Street, #1B, New York, NY 10027
917-987-6543, hlim123@columbia.edu
linkedin.com/hyunglimDrPH

EDUCATION

Columbia University, Mailman School of Public Health *expected May 2017*
Master of Public Health, Epidemiology; Certificate in Chronic Disease

- *Teaching Assistant, Department of Epidemiology* 2015-2016
- *Secretary, Student Government Association* 2015-2016

Rutgers University

Bachelor of Science, Biochemistry, June 2003

- *Worked part-time as radiologic technician to finance undergraduate education*

EXPERIENCE

New York City Department of Health and Mental Hygiene *New York, NY, 2002-present*
Public Health Epidemiologist *2007-present*

- Analyze epidemiologic and surveillance data on communicable disease prevalence and risk factors, including complex analysis of data sets with millions of data points.
- Create summary tables, reports, figures and text for publication and presentation to professional organizations and the general public, including first-ever SARS prevention strategy, implemented citywide.
- Conduct record reviews for epidemiologic research projects to ensure compliance and accuracy.
- Mapped distribution of lead screening testing and cases of lead poisoning using MapInfo and ArcGIS, resulting in new lead prevention outreach in three neighborhoods.

Community Outreach Coordinator *2003-2007*

- Planned and coordinated child health education programs in 10 low-income upper Manhattan communities.
- Expanded program participation by 50% by collaborating with community health planners to identify community partners and recruiting 25 new organizations to participate in child health education program.

New York-Presbyterian Hospital, Radiologic Technician *New York, NY, 2002-2003*

- Received and maintained ARRT, CRT and Fluoroscopy license.
- Provided chest, torso, and extremity X-rays; developed film; scheduled up to 20 patient appointments per day, accurately and courteously measured vital signs, conducted blood draws and EKG's.

Rutgers University Biochemistry Department, Laboratory Research Assistant *New Brunswick, NJ, 2001-2002*

- Assisted research in Human Genetics, Cytogenetics and Genotoxicology studies.
- Characterized genotypes using starch gel electrophoresis; ran and partially analyzed results of ELISA, Western Blot, protein crystallization, and cation exchange chromatography assays.

CERTIFICATIONS AND SKILLS

Computer Skills: Strong knowledge of MS Word, Excel and PowerPoint, and statistical applications, including SAS, SPSS, S-Plus, STATA, BMDP. Knowledge of ArcGIS, MapInfo. Patient records systems including Epic.

Language Skills: Trilingual: English, Spanish and Korean.

Certifications: HIPAA (patient privacy), CITI (human subjects research).

Laboratory Research Skills: Western Blotting, BCA Protein Assay, ELISA

AFFILIATIONS

Member, NY Chapter of American Epidemiological Society and American Association of Researchers.

LICENSURE

New York State Licensed Diagnostic Radiographer (2003)

JASON MARTINEZ, MD, MPH

650 Fort Washington Avenue, #6G, New York, NY 10032
212.305.6590 jm60@columbia.edu [linkedin.com/in/jasonmartinezmdmph](https://www.linkedin.com/in/jasonmartinezmdmph)

SUMMARY

Master of Public Health and MD with nine years of healthcare management experience and five years' experience as a physician, a track record of finding process efficiencies that save up to \$1 million in costs, and strong knowledge of healthcare finance and IT seeks position in healthcare consulting.

EDUCATION

Mailman School of Public Health, Columbia University

Master of Public Health, Health Policy and Management with Certificate in Healthcare Informatics, received February 2015.

Coursework in healthcare finance, marketing and policy, strategic communications, organizational management, biostatistics. Thesis: *Health Insurance Exchanges and Implications for Access*.

University of California, San Francisco School of Medicine, M.D., received 2007.

Syracuse University, Bachelor of Science, Business Administration and Biology, June 1994.

Magna cum Laude. Dean's List.

White House Policy Intern – Summer 1991

MANAGEMENT AND CLINICAL EXPERIENCE

PricewaterhouseCoopers

Fairfax, VA, Summer-Fall 2015

Health Policy/Health Care Consulting Practicum

Improved financial management and forecasting for healthcare industry clients by creating fiscal year workbooks using Microsoft Excel for organizations with budgets of up to \$150 million.

Co-created FY 2012 business plan for health care consulting practice operating in seven states.

Contributed to policy and systems design for electronic welfare payment pilot program for five clients.

Cedars Sinai Hospital

Los Angeles, CA, 2007-2014

Chief Resident, Internal Medicine; Internal Medicine Residency

Provided leadership and training for residents in rotation and on call, serving as mentor and supervisor.

Collaborated with faculty to design/deliver new *Resident as Teacher* curriculum to improve pedagogy.

Monitored and evaluated 10 residents' clinical performance, leading to performance improvements for several residents. Completed residency in internal medicine.

San Francisco General Hospital

San Francisco, CA, 1995-2003

Departmental Administrator

Streamlined scheduling process and improved process efficiency by 25%, by creating first-ever tracking system for daily schedules and utilization patterns for 30 faculty and fellows and 120 interdisciplinary staff members.

Managed daily activities of 25-person department, including managed care strategies, compliance initiatives and group practice agreements.

Monitored departmental operations and operating budgets totaling \$15M, finding cost savings of 10%.

LICENSURE/CERTIFICATION

Licensed to practice medicine in the state of California (2007)

PRESENTATIONS

Co-presented poster session on implications of health policy reform on women's access to health care at APHA Annual Meeting (October 2011 – Washington, DC).

SKILLS

MS Office (Word, Excel, PowerPoint); Statistical and research software (SAS, SPSS, DatStat Illume, ATLAS.ti), Healthcare Information Systems (NextGen EHR, Epic Willow, McKesson, MOSAIQ, OncoChart, OnBase). HIPAA Certified.

Fluent Spanish.

Jonathan Doe, MPH

151 Riverside Drive, #3D, New York NY 10024
(917) 999-9999 johndoe@caa.columbia.edu

PROFILE

Experienced healthcare management executive with background in consulting, project management, business development, relationship cultivation, strategy and quality improvement. Background in hospitals, small independent physician practices, physician groups, academic medical centers, state health departments, and consultancies.

EXPERIENCE

XYZ Healthcare Consulting

Healthcare Consultant, Client Services

New York, NY

August 2012-present

- Oversaw successful implementation of Accountable System Delivery System Platform (ADSP) for Blue Cross Blue Shield of Michigan and its 200 physician groups; this revolutionary technology platform for accountable care integrates data from disparate systems across the continuum of care
- Lead teams of up to 10 Project Managers and Implementation Managers on testing scenarios, requirements, and a training plan for each client/user site, for managed care clients
- Write Statement of Work (SOW) for large-scale contracts worth up to \$250,000
- Review manual and automated processes periodically to identify improvement opportunities (e.g. licenses and function points), resulting in cost savings of \$75,000
- Design training materials for clients to ensure high quality before service delivery

UBS Investments,

Director of Marketing & Client Services

New York, NY

2003 – 2012

- Led all marketing and client services activities for global alternative asset firm of \$7 billion and staff of 5.
- Established the Investor Relations, Marketing and Investment Consulting Group.
- Played key role in the Firm's growth in assets under management from \$5 billion to over \$11 billion.

San Francisco General Hospital

Departmental Administrator

San Francisco, CA

1995-2003

- Streamlined scheduling process and improved process efficiency by 25%, by creating first-ever tracking system for daily schedules for 30 faculty and fellows and 120 interdisciplinary staff members.
- Managed daily activities of 25-person department, including managed care strategies, compliance initiatives and group practice agreements.
- Monitored departmental operations and operating budgets totaling \$15M, finding cost savings of 10%.

EDUCATION

Columbia University, Mailman School of Public Health, New York, NY

Executive Master of Public Health, Healthcare Management, *February 2012*

Relevant Coursework: Healthcare Quality Management, Strategic Management, Healthcare Economics, Healthcare Policy and Management, Healthcare Financial Management, Budgeting, Biostatistics, Epidemiology

University of Michigan, Ann Arbor, MI, Bachelor of Business Administration, May 1995

SKILLS

Strong knowledge of MS Office (Word, Excel, PowerPoint); Visio; some knowledge of web design, SQL Programming, social media. Conversational Mandarin Chinese.

VOLUNTEER LEADERSHIP

Care About Kids, Co-Founder, Board Member

2010 - Present

- Created business plan for new 501(C)(3) organization, formed legal structure and by-laws, created financial manual and produced fundraising and donor solicitation package for \$1.5 million nonprofit with partnership with XYZ Hospital, providing child life services to 1,000 critically ill children each year.

SUSAN HIRANO, MPH, MSW

525 West 96th Street Apt. 5D, New York, New York 10027
212.854.5612 hirano@me.com

PROFILE: Experienced, multilingual family health educator and social worker with extensive qualitative and quantitative research experience, background in designing effective reproductive health programs domestically and in low/middle income countries, and strong fundraising and stakeholder outreach background, seeks program analyst position with child health advocacy organization.

EDUCATION

COLUMBIA UNIVERSITY

New York, NY

Mailman School of Public Health

Master of Public Health (MPH), Population and Family Health, expected May 2016

Recipient, Gates Maternal Health Scholarship (given to top 3 students in program)

School of Social Work, Master of Social Work (MSW), May 2011

COE COLLEGE

Cedar Rapids, IA

Bachelor of Science, Sociology, June 2005. Minor in Health Education

Magna cum Laude. Dean's List.

EXPERIENCE

CHILDREN'S DEFENSE FUND, *Program Evaluation Intern, Summer 2015*, Washington, DC

- Collaborated on design and dissemination of first-ever, 10-page survey to assess qualitative and quantitative impact of community-based child health programs in 50 clinics nationwide.
- Evaluated child health awareness programs funded by Department of Health and Human Services for \$1.5M.
- Co-authored position paper on impact of child health insurance, published in a leading journal.

INTERNATIONAL RESCUE COMMITTEE

New York, NY

Development Officer, 2012-2014

- Cultivated 200 corporate/institutional donors for the \$20 million, FY 2009 Refugee Initiative.
- Increased contributions for all projects by 75% in 2007.

Health Educator, 2011 – 2012

Durban, South Africa

- Facilitated 5-session seminar series on health promotion/disease prevention topics with 100 low-income teenage female participants, including HIV/AIDS prevention and sexual health education.
- Trained 15 health educators in individual and group formats prior to and during international assignments to remote, rural areas in countries including Tanzania, Rwanda and Zaire.

SOCIAL SERVICES ADMINISTRATION

Oakland, CA

Child Welfare Services Specialist, 2009 – 2012

- Conducted home visits for families under investigation for child neglect or abuse; maintained professionalism during high-stress situations and provided accurate and thorough case reports for court hearings; accurately managed a high volume of cases.

WHITE HOUSE INTERN PROGRAM Washington, DC

Health Policy Intern, Summer 2008

- Researched and co-authored reports on family health, including diabetes prevention/nutrition.

PUBLICATIONS

Smith, P. & Hirano, S. (2010), Health Care Reform: Impact on Access. *American Journal of Child Health*, 78, 398-399.

VOLUNTEER LEADERSHIP

Coe College: Co-chair, Women's Health Day (organized 100-person event); Member, Dormitory Advisory Council (advisor to 25 students); Co-captain, junior varsity tennis team (led a team of 10) (2001-2005).

SKILLS

Experienced with MS Word, Excel, PowerPoint, SPSS. Fluent in Japanese and Spanish.

KATHERINE JONES

60 Haven Avenue, Apt. 2D, New York, New York 10032

(718) 305-1688 (cell) • kj2@columbia.edu

linkedin.com/katherinejonesmph • Twitter: [@katherinejonesMPH](https://twitter.com/katherinejonesMPH) • Blog: katherinejonesmph.com

SUMMARY Recent MPH graduate with experience in social media/marketing strategy, management of up to 5 staff, and ability to find process improvements that save significant resources, seeks position in social marketing.

EDUCATION

COLUMBIA UNIVERSITY, MAILMAN SCHOOL OF PUBLIC HEALTH

Master of Public Health (MPH), Sociomedical Sciences, August 2015

Recipient, Community Scholar Program Fellowship. President, SMS Health Educators.

Relevant coursework includes: Health Interventions, Technology and Marketing, Survey Design, Biostatistics, Epidemiology, Management.

BARUCH COLLEGE

Bachelor of Business Administration (BBA), Concentration in Marketing, June 2002.

Dean's List. Freshman Advisor. Captain, debate team (1999-2001). Volunteer, Chelsea Health Hotline.

EXPERIENCE

JOHN SNOW, INC

Bangkok, Thailand

Social Marketing Intern

Summers 2011 and 2012

- Researched logistics for cost-effective marketing of contraceptives to low-income females in seven countries in Southeast Asia. Interviewed 50 clinic managers and coded results in qualitative research study.
- Co-developed a new, accurate forecasting system for contraceptive demand, which was used to ensure supplies were distributed in the most efficient manner, saving 10% of distribution expenses.
- Convened focus group on teen attitudes toward family planning; presented results to senior management.

PRICEWATERHOUSECOOPERS

Fairfax, Virginia

Senior Research Associate

2005-2011

- Managed team of three assistants who reduced production time for design and creation of fiscal year workbooks and spreadsheets by 25%.
- Co-authored series of internal PricewaterhouseCoopers reports on electronic welfare payment systems.
- Collaborated on the FY 2004 and 2005 marketing plans for health care consulting practice.
- Contributed to policy and marketing strategy for electronic welfare payment pilot program.

Research Assistant

2002-2005

- Provided policy and consulting research to a broad array of healthcare clients.

D'ARCY MASIUS BENTON AND BOWLES

New York, New York

Marketing Intern

Summer 2001

- Created media plans and developed first draft budgets for print and electronic media advertising campaigns for three clients. Plans were later implemented and expanded client sales by 10%.

PUBLICATIONS AND PRESENTATIONS

- Selected as one of 15 out of 50 applicants to co-present poster session on impact of technology on social marketing outcomes at 2011 APHA Annual Meeting in Washington, DC.

SKILLS

- Experienced with MS Word, Excel, PowerPoint; Mac platforms; Keynote; Prezi
- Social media expertise includes Facebook, Twitter, LinkedIn, Google+, Hootsuite, Pinterest, Tumblr; social media analytics using Radian 6, Sysomos, and Klout; blogging platforms including WordPress, Blogger; content management including Drupal; Search Engine Optimization (SEO), content strategy.
- Statistical applications (SPSS and STATA), and health system applications.
- Conversational Thai.

VOLUNTEER LEADERSHIP AND INTERESTS

- Co-Chair, NYC AIDS Taskforce. (2010 – present).

Marie Jebb, MPA, MPH

123 West 110th Street, Apt 6 · New York, NY, 10025 · 917.987.6543 · marie.jebb@mac.com

SUMMARY

Global health professional with over seven years' experience managing programs and grants in international development and humanitarian settings, focusing in particular on child protection and psychosocial support programming with strong management, coordination, advocacy and monitoring and evaluation skills.

PROFESSIONAL EXPERIENCE

Department of Population & Family Health, Mailman School of Public Health,

Columbia University, New York, USA

July 2013 to present

Director/ Manager, Special Projects

Working closely with the Department Chair at a leading global public health research and advocacy institution to develop and manage special projects in key areas of focus, including child protection systems strengthening, sexual and reproductive health, adolescent health and early childhood development. Projects have included:

- Successfully fundraising for, and planning, the second meeting of the Lancet Commission on Adolescent Health and Wellbeing in Florence, Italy, with 28 global adolescent health experts from agencies such as UNICEF, UNFPA, and WHO.
- Managing the design, development and writing of a \$70 million proposal for health systems development in Ghana for USAID with multiple subawards.
- Developing a new Masters in Science program for the Department for mid-career public health professionals.

Save The Children International, Washington, DC

May 2012 – Sept. 2012

Child Protection Systems Researcher

Conducted collaborative research into efforts to strengthen child protection systems during humanitarian emergencies and protracted in the Philippines, South Sudan, Haiti, Cote d'Ivoire and occupied Palestinian Territories with the Interagency Child Protected Working Group (CPWG), improving the evidence-base for action in countries with limited data availability.

- Designed the research methodology and tools, including semi-structured interview questionnaires and community focus group discussion guides, which were used in 100+ interviews in 5 countries.
- Desk research on child protection systems strengthening in emergencies with a thorough review of existing child protection and psychosocial support technical standards and guidelines.
- Conducted and analyzed interviews with child protection professionals about their experiences and recommendations for child protection programming in emergencies at Save the Children, UNICEF, Plan International, World Vision, and CARE, as well as local government and CBO representatives.

Bill & Melinda Gates Foundation, Seattle, WA, USA

Aug. 2010 - Sept 2011

Program Officer

Conducted research for, and participated in the development of, the Foundation's policy for supporting \$70 million in funding for sustainable development of smallholder farming in sub-Saharan Africa.

- Managed two teams of consultants with up to \$2 million in research grants, including reviewing and analyzing quantitative data collected in an extensive five-country study on the livelihoods of smallholder and subsistence farmers in Zambia, Ghana, Tanzania, Liberia and Mali.

International Medical Teams, Addis Ababa, Ethiopia

July 2008 - July 2009

Program Development Officer

Oversaw business development, reporting, donor relations and grant writing for IMC's Ethiopia programs serving more than 24,000 women and children.

- Managed gender-based violence and mental health programs in two Somali refugee camps, and emergency reproductive health assistance in emergency nutrition response zones.
- Wrote successful proposals totaling more than \$4 million for OFDA, ECHO, UNOCHA, the Bill & Melinda Gates Foundation, and BPRM, raising 100% of the operating budget for Ethiopia.
- Supervised needs assessments and program evaluations, including needs assessments of the availability of emergency obstetric care in Eastern Ethiopia and Somali Refugee camps.
- Represented IMC in UN cluster, OFDA, ECHO, and Ethiopia government coordination meetings, as well as participating as a rotating member of the Nutrition Technical Review Group for UN Central Emergency Response Fund (CERF) proposals during Ethiopian food crisis 2007/8.

Hope for Children Organizations Australia Limited, Addis Ababa, Ethiopia Aug. 2005 - July 2008

Program Manager

Managed grants made to a partner community-based organization supporting orphans and vulnerable children (OVC) benefiting over 800 girls and boys and their families affected by HIV.

- Provided technical assistance on lifeskills programs, adolescent and early childhood development, peer education for HIV prevention, vocational training and income generation.
- Provided capacity-building support on fundraising, strategic planning, project cycle and financial management, reporting, and networking, leading to a lasting increase in alternative funding and the successful adoption of a new financial management system.
- Represented local partner organizations on the Ethiopian Government's OVC Taskforce, Ministry of Women's Affairs, 2006-2008, at UN agencies and actively contributed to USAID's Quality Improvement Initiative Minimum Standards for OVC Programs in Ethiopia.
- Provided additional support to the Australian office as required, including managing volunteers, board reports, developing proposals and strategic planning.

EDUCATION

Columbia University, Mailman School Of Public Health, New York, USA

May 2013

Master of Public Health in Population and Family Health

University of Western Alaska, Nome, AK

Nov. 1998

Bachelor of Law & Bachelor of Arts, majoring in Political Science

RELATED SKILLS/ OTHER

- Proficient in Microsoft Office programs (MS Word, Excel, PowerPoint, Outlook)
- Proficient in research software (SPSS and Atlas TI)
- Working knowledge of QuickBooks and Peach Tree Accounting
- Basic level of proficiency in Amharic and Spanish

Note: This is a USAJobs.gov format federal resume which led the candidate to a Program Analyst position with the EPA. Used by permission.

Pat M. Fellow
111 Test Avenue
Lynwood, WA 98000
Mobile: 206.987.6543
Evening Phone: 206.876.5432
Day Phone: 206.765.4321
Email: pat.m.fellow@gmail.com

Country of citizenship: United States of America
Veterans' Preference: No
Contact Current Employer: Yes

AVAILABILITY
Job Type: Permanent
Work Schedule: Full Time

DESIRED LOCATIONS
US-CA-Los Angeles
US-WA-Seattle
US-DC

WORK EXPERIENCE **King County Department of Natural Resources and Parks** **2/2004 - Present**
Seattle, WA US
Salary:50,000 USD Per Year
Hours per week: 40

WATER QUALITY PLANNER/PROJECT MANAGER II

POLICY ANALYSIS. Contributed to county Climate Plan and Shoreline Master Plan. Provided analysis of ESA listings, proposed state legislation, and salmon recovery plans.

STRATEGIC THINKING. Managed the strategic planning process for the county's Science Section with an emphasis on improvement of services provided, maintenance of client and customer focus, and achievement of results despite funding constraints.

PROGRAM EVALUATION AND ORGANIZATIONAL ANALYSIS. Analyzed current county practices of prioritizing and funding of environmental monitoring activities. Developed organizational structure options for consideration by management.

TEAM BUILDING. Motivated members of climate change adaptation team, section business planning team, and high-frequency monitoring team toward goal accomplishments.

ACCOUNTABILITY. Developed section performance measures and contributed to department annual performance measure report.

DATA COLLECTION. Reviewed documents and conducted interviews with management and customers to collect data to inform funding strategy development for county environmental science activities and programs. Developed data collection strategies for Puget Sound water and sediment quality data.

DATA ANALYSIS. Used statistics and other appropriate means to interpret scientific data collected by King County for annual performance measure report, and determined patterns and trends.

FINANCIAL MANAGEMENT. Assisted with developing, presenting and defending section budget. Developed and proposed strategies for meeting funding shortfalls in the short- and long-term.

PROBLEM SOLVING. Identified and analyzed organizational issues adversely affecting section staff performance and made recommendations to management.

COLLABORATION. Member of county's Climate Change Adaptation Team and Puget Sound High-Frequency Monitoring Team.

PARTNERING. Engaged in cross-functional activities with NOAA, Washington State Department of Ecology, City of Seattle, City of Olympia, USGS, and the University of Washington.

ORAL COMMUNICATION. Contributed to the effective delivery of information to staff, management, and clients through briefings, the use of visuals and graphics, and other appropriate means. Delivered several formal presentations. Assisted manager with briefings to director and county executive.

WRITTEN COMMUNICATION. Recorded information from interviews, summarized information from meetings in writing, and contributed to reports. Communicated technical data to the public and policy-makers. Contributed to 2007 King County Climate Plan and 2007 Puget Sound Update. Section strategic plan lead author.

ACCOMPLISHMENTS:

* Selected to lead the strategic planning effort for the county's Science Section.

*Selected to lead and organize the coastal zone breakout session at the 2005 King County Climate Change Conference.

*Selected to serve on county's climate change adaptation team and develop county climate change policy. (Contact Supervisor: Yes, Supervisor's Name: Jim Doe, Supervisor's Phone: 206.987.6543)

**Earthside Geosciences
Seattle, WA US**

9/2003 - 2/2004

**Salary: \$20/hr
Hours per week: 60**

PROJECT MANAGER

RESEARCH DESIGN. Designed and conducted original research on contaminated sediments and the effects of dredging.

DATA COLLECTION. Collected data in a variety of laboratory and field settings.

DATA ANALYSIS. Interpreted data using statistics and other appropriate means.

COLLABORATION. Worked in a team-based environment through effective communication and information sharing practices. Led and participated on project teams.

ORAL COMMUNICATION. Contributed to the effective delivery of information to internal staff and external clients and customers through briefings, the use of visuals and graphics, and other appropriate means.

WRITTEN COMMUNICATION. Recorded information and summarized information in writing in the form of client reports. Lead author and co-author on professional journal publications and NSF grant application.

**Long Beach Unified School District
Long Beach, CA US**

**9/2000 - 6/2002
Salary \$40,000/yr
Hours per week: 80**

SCIENCE TEACHER

ORAL COMMUNICATION. Contributed to the effective delivery of information to students, parents, and administrators through lessons, demonstrations, laboratory experiments, the use of visual and graphics, and meetings.

WRITTEN COMMUNICATION. Provided written feedback and progress reports to students and parents.

MENTOR and MOTIVATE STUDENTS. Evaluated student performance and recommended strategies to increase individual and classroom performance. Coached and mentored students to resolve interpersonal issues. Facilitated problem solving and collaboration among students and colleagues.

EDUCATION

University of Washington, Evans School of Public Affairs
Seattle, WA US
Master's Degree - 6/2008
30 Quarter Hours
Major: Public Administration
GPA: 3.89 out of 4.0
Relevant Coursework, Licensures and Certifications:

PUBLIC MANAGEMENT

Analyzes the institutional and political context of modern public management. Cases, readings, and discussion provide an integrated introduction to the major skills needed to successfully lead and manage government and nonprofit organizations.

PUBLIC BUDGETING AND FINANCIAL MANAGEMENT

Budgeting as a management process. Study of formulation and administration of government budgets, including role of budgeting in policy processes, approaches to budget formulation and analysis, and aspects of budget administration, such as revenue estimating, allotment control, cost accounting.

FINANCIAL MANAGEMENT IN THE PUBLIC SECTOR

Exploration of the managerial uses of accounting and other processes of financial management in the public sector. Topics covered include: financial planning and control, fund accounting, cost accounting, internal controls, auditing, financial analysis, and financial reporting.

MEDIATION AND NEGOTIATION AS INSTRUMENTS OF PUBLIC MANAGEMENT AND POLICY-MAKING

Use of negotiation and mediation techniques to resolve disputes and disagreements over public-policy issues.

MICROECONOMIC POLICY ANALYSIS

Ways in which microeconomic analysis can contribute to the analysis of public sector issues. Policy applications of theory.

QUANTITATIVE ANALYSIS

Two-quarter sequence explores how to formulate research questions, gain experience with conducting research, and learn how to assess which statistical tools or research methods are appropriate to answer different types of policy or management questions. Covers probability, descriptive statistics, hypothesis testing, and confidence intervals.

PUBLIC LEADERSHIP

Focus on the societal context of managerial life.

ETHICS AND PUBLIC POLICY

Special focus on the integration of moral concerns into public discussion in a manner which contributes to good policy and does not polarize issues.

University of Michigan, Dept. of Chemistry

Ann Arbor, MI, US

Master's Degree - 12/1992

62 Semester Hours

Major: Chemistry

GPA: 3.85 out of 4.0

Relevant Coursework, Licensures and Certifications:

Advisor: Dr. Sandy Chem, Thesis: "Selective transcription of genes encoding telomerase RNA, other proteins during telomere synthesis and other stages of macronuclear development."

Graduate Research Assistantship. Graduate Teaching Assistantship. Coursework in advanced topics in the fields of chemistry, biochemistry, and molecular biology.

California State University Long Beach, Dept. of Chemistry and Biochemistry

Long Beach, CA US

Bachelor's Degree - 6/1989

146.67 Semester Hours

Major: Biochemistry

GPA: 3.264 out of 4.0

University of Hawaii at Manoa, Dept. of Oceanography

Honolulu, HI US

Some College Coursework Completed - 5/1999

81 Semester Hours

Major: Oceanography

GPA: 3.92 out of 4.0

Relevant Coursework, Licensures and Certifications:

Advisor: Fred Fishbone, Ph.D. Candidacy Achieved

Graduate Research Assistantship. Graduate Teaching Assistantship. Coursework in advanced topics in the fields of oceanography, geology, and geochemistry.

California State University Long Beach, Dept. of Science Education
Long Beach, CA US
Certification - 12/2000
41 Semester Hours
GPA: 3.739 out of 4.0
Relevant Coursework, Licensures and Certifications:
Single-Subject Teaching Credential, Chemistry

JOB RELATED TRAINING

PROJECT MANAGEMENT, March, 2004
STRATEGIC MARKETING IN THE PUBLIC SECTOR, March 2008
MAPPING, PLANNING, AND ACTION: A FRAMEWORK FOR STRATEGY, April, 2008
EFFECTIVE MANAGEMENT IN A POLITICAL ENVIRONMENT, May, 2008
ACCOUNTABILITY FOR RESULTS: PERFORMANCE MEASUREMENT, May, 2008
MANAGING PEOPLE TO IMPROVE PROGRAMS, June, 2008

LANGUAGES

English
Spoken: Advanced
Written: Advanced
Read: Advanced

PROFESSIONAL PUBLICATIONS

Please note that Smith is my maiden name.
JOURNAL ARTICLES - PEER REVIEWED
Fellow, P.M., Doe, J., and Grant, U., 2005. Development and complete validation of a method for the determination of dimethyl mercury in air and other media. *Analytica Chimica* 123:45-66
Fellow, P.M., and Bloom, F., 2003. Muddying the waters of debate: Is dredging a significant sources of trace metals to the estuarine environment? *Geochimica* 55 :A-6.
Fish, A., Waters, K., Chaulk, B., and Smith, P.M., 1999. Biologically mediated dissolution of calcium carbonate above the chemical lysocline. *Deep Sea Journals*. 55:1653-1669.

REPORTS and THESES
Fellow, P.M., and Fishbone, K., 2007. Seattle Aquarium high-frequency marine monitoring pilot project report. King County Department of Natural Resources and Parks, Seattle, WA.
Able, B., Fellow, P.M., and Bean, C., 2006. Water quality status report for marine waters, 2004. King County Department of Natural Resources and Parks, Seattle, WA. 165 pp.
Taylor, A., Green, R., and Fellow, P.M., 2005. Water quality status report for marine waters, 2002 and 2003. King County Department of Natural Resources and Parks, Seattle, WA, 140 pp.

REFERENCES

Jim Smith King County Department of Supervisor, Water Quality
Natural Resources and Parks and Quantity Unit
Phone Number: (206)987-6574
Email Address: jim.smith@kingcounty.gov
Reference Type: Professional
Dr. Bill Brain King County Department of Manager, Science Section
Natural Resources and Parks
Phone Number: (206)321-6547
Email Address: bill.brain@kingcounty.gov
Reference Type: Professional
Mark Greenleaf King County Department of Director, Water and Land
Natural Resources and Parks Resources Division
Phone Number: (206)765-4321
Email Address: mark.greenleaf@kingcounty.gov

Reference Type: Professional
Elizabeth Cloud King County Executive Office Climate Change Coordinator
Phone Number: (206)999-9999
Email Address: elizabeth.cloud@kingcounty.gov
Reference Type: Professional
Kate Waters King County Department of Supervisor, Watershed and
Natural Resources and Parks Ecological Assessment Team
Phone Number: (206)888-8888
Email Address: kate.waters@kingcounty.gov
Reference Type: Professional

**ADDITIONAL
INFORMATION**

Highly proficient in Microsoft Word, Excel, PowerPoint, Outlook, and Visio. Highly proficient in SigmaPlot. Proficient in the statistical software packages SPSS and R.

Curriculum Vitae (CV)

A curriculum vitae is a comprehensive biographical profile which details professional credentials and experience. A curriculum vitae is typically submitted in support of an application for, among others, the following positions:

- Higher education teaching, research, and higher-level administration
- Institutional research
- Federal government (see example above)
- K-12 school administration
- Sometimes for international job search, depending on the country (see section on working abroad below)

CV Content

A curriculum vitae can range from 2-3 pages to 20+ pages (for a very experienced professional). The vitae should be in reverse chronological order. Although it is important to provide detail in a CV, irrelevant information is considered a negative.

In the sample curriculum vitae, the category titles listed are examples only. Your educational and experiential credentials should be your guides in determining what categories to include in your curriculum vitae. Other categories might be: certification, civic, community and religious activities, educational travel, grants, leadership and administrative experience, patents, international experiences, and competencies, etc.

In addition, the order of the category titles in the Experience block of your CV should reflect the position you are targeting. For example, if you're seeking a university teaching position, list your university/teaching experiences first.

See [sample CV](#) format (PDF), tips on [creating/maintaining](#) the CV and general advice on the CV from the *Chronicle of Higher Education's CV Doctor column*. Also see the "Job Search for PhD/DrPH" section below.

Additional Articles on Resumes and Cover Letters

Mailman School Prezi on Resumes <http://prezi.com/w-9orild-2al/mailman-school-resume-workshop/>

Mailman School Prezi on Cover Letters and Job Search Correspondence <http://prezi.com/ny3zow2jltuv/job-search-correspondence/>

Should I keep it on my resume? Infographic

<https://twitter.com/HeatherKrasna/status/391679855386824704/photo/1>

[John's Hopkins presentation on resumes vs. CVs](#)

[What's in a Name? Probably, Your Future Job](#)

Top 100 Keywords for Public Service Careers <http://heatherkrasna.com/2011/12/14/top-100-keywords-for-public-service-careers/>

[Has your grandma read your resume?](#)

Should I reveal my leadership in certain organizations in my resume?

<http://heatherkrasna.com/2010/12/22/should-i-reveal-my-leadership-in-certain-organizations-on-my-resume/>
[Cover Letter Concepts](#)

Infographic resumes <http://heatherkrasna.com/2010/11/17/infographics-on-resumes-great-or-weird/>

Quantifying your resume <http://heatherkrasna.com/2010/07/28/quantifying-your-resume/>

5 truths of resume writing <http://heatherkrasna.com/2009/01/23/top-five-truths-of-resume-writing/>

Top 5 mistakes of government resumes <http://www.fedsmith.com/2012/03/21/5-worst-government-resume-mistakes/>

12 ways to optimize your resume for Applicant Tracking Systems <http://mashable.com/2012/05/27/resume-tracking-systems/>

COVER LETTERS

The purpose of the cover letter is to act as a bridge between your qualifications and the requirements of the specific job you are applying for. They also serve as a writing sample, and are heavily scrutinized by many organizations for writing or grammar errors—so proofread them just as thoroughly as you do your resume.

Cover letters are not:

- An opportunity to write about your life story and life philosophy
- A chance to write about tell your entire career history
- A place to explain why you left each of your past employers or to focus in detail about why you are unemployed
- An opportunity to talk about how the job you are applying for would benefit you personally
- A place to focus on what you've learned as opposed to what you achieved
- A document you can use with each job you apply to without customization.
- Something you can put together without proofreading.

Instead, cover letters are a succinct explanation of how you meet the requirements of the job and why you are committed to the mission of the organization. This means you will need to read the job description several times and take a highlighter to it, and then use the highlighted portions as a checklist. Your cover letter, as much as possible, should give examples of how you specifically meet each of the criteria (within one page).

A good structure of a cover letter is as follows:

Cover Letter Template

FIRST PARAGRAPH

Opening sentence can be something like this: I am delighted to submit my application for the position of (FILL IN THE ACTUAL JOB TITLE HERE, AND IF NEEDED, THE REQUISITION NUMBER). I was referred to this position by ___ (if you have done your networking, you hopefully can name a person you've spoken to at the organization—who has given you permission to use his/her name—here). I believe I would be a strong candidate for this opportunity because (FILL IN LAUNDRY LIST OF SPECIFIC REASONS, BASED ON THE SPECIFICS IN THE JOB DESCRIPTION; if it is a mission-driven organization, you can also add something about your “demonstrated commitment to the mission of ___”).

SECOND PARAGRAPH

Give specific examples of how you meet the most important requirements of the job, highlighting end results, numbers, and achievements. (NOTE: How can you tell what's most important? Consider the job title and what it emphasizes, whether certain points have been repeated in the description, whether certain requirements are essential).

THIRD PARAGRAPH (If needed)

Give specific examples of how you meet the next most important requirements of the job, highlighting end results, numbers, and achievements.

LAST PARAGRAPH

Reiterate your commitment to the mission. If applicable, mention specific more personal items that may assuage any doubts of the recruiter. For example, if you have a year or more employment gap in your resume, are relocating to another city, are making a big career change, aren't available to work immediately because you are still in school, etc., here is the place to address these issues—briefly, and without making them sound like a big deal. If you are relocating, for example, mention why you are enthusiastic about moving to the new location, and perhaps mention a personal reason why you are moving there.

Then, end with a note mentioning how you are going to follow up on this application with a phone call, if possible; reiteration of your great interest in the position, and a statement of thanks for the employer's consideration.

How to Write a Strong Cover Letter

Copy and paste the specific job description into Word, and save it in a folder in your computer so you can refer to it later and stay organized. Then highlight the specific requirements of the job. Try to boil them down to the top 4-5 requirements. Think of these requirements as a list of questions that your cover letter must answer. Your letter should be one page (unless you are applying for an executive-level job), so you must prioritize what to include based on the description. Read in between the lines of the job description. The requirements that are most important are likely to be repeated or listed towards the top of the job description.

Research the organization's mission and make sure you understand how you fit with it. Understand how they achieve this mission and how they are different from other organizations in the field.

Give specific examples from your work experience (including internships, research, and relevant volunteer leadership), class projects, education, etc., technical skills, and your examples of how you match the organization's mission and culture.

TIP: If you notice that you don't have one of the major required elements in the job description, consider whether you are ready to take on the responsibilities of this position. Some elements are really required, some are preferred—does this element seem essential to the job? Also, sometimes people underestimate their experience. Have you ever done work that might be similar to that job requirement? Do you have certain skills that illustrate your ability to perform similar work? For example, if knowledge of SPSS is preferred for the job, and you have used Excel extensively (but not SPSS), could you illustrate your proficiency for computer software and ability to learn new software quickly?

If you are missing more than two major required elements in the job description, and don't have parallel or transferable skills that relate to those elements, consider whether you should apply. If you feel you are close enough to apply, go ahead—there's a chance that you could still be the best candidate; or you might even be considered for a similar role in the organization if one comes up. It's usually better to apply rather than not apply; but if you are really missing a good number of requirements for the job, it probably doesn't make sense to apply.

A **Letter of Intent** (research) and a **Statement of Purpose** (education) are equivalent to a cover letter in both format and content. A "Letter of Motivation" is the term used in Europe for a cover letter.

Cover Letter Samples

90 Haven Avenue, Apt. 3C
New York, New York 10032
August 31, 2015

Miriam Lane
Recruiting Manager
Bristol-Myers Squibb Company
345 Park Avenue
New York, NY 10154

Dear Ms. Lane:

John Matthews, one of your senior biostatisticians, suggested I reach out to you when I recently spoke to him at his presentation at the Mailman School of Public Health, where I am Master of Science student in Biostatistics expecting to graduate in May 2015. After Mr. Matthews' presentation, I left feeling certain that Bristol-Myers Squibb would be the perfect place for me to leverage my skills, training and experience in biostatistics. In particular, I am very interested in the Scientific Career Ladder opportunities at your firm as part of a long-term career in data management at Bristol-Myers Squibb.

While interning at the Johnson Pharmaceutical Research Institute, in addition to the clinical trial data analysis that was a major focus of my internship, I had the opportunity to support cross-functional project teams and utilize my training in linear modelling, categorical data analysis, survival analysis and nonparametric methods. At the end of my three-month summer internship, my managers expressed their satisfaction with my performance by offering me the opportunity to continue to work through the fall and contribute to a new clinical trial.

In addition, as a data analysis and research intern with a major Boston-area employer in the public sector, I conducted research studies using large data sets and complex statistical analysis, including multivariate regression analysis, nonparametric statistics, and Bayesian methods. I created and presented a report on public health issues which was presented to key decision-makers, including the department head. I also offer the communication and interpersonal skills your company is seeking; as a Teaching Assistant in the Department of Biostatistics at the Mailman School I spoke to groups of 20 students and helped students from a variety of non-technical backgrounds to understand statistical theories in an applied setting.

I look forward to the opportunity to meet with you at your earliest convenience to discuss how my educational credentials and specific experience in biostatistics are suitable requisites for opportunities at Bristol-Myers Squibb. I look forward to hearing from you.

Sincerely,

Denise Simone
212.675.1993

600 Fort Washington Avenue
New York, New York 10032

Nov. 10, 2015

Richard Miles
Recruiting Manager
New York City Department of Environmental Protection
1675 Broadway, 18th floor
New York, New York 10019

Dear Mr. Miles:

I am delighted to submit my application for the position of Regulatory Compliance Analyst with the New York City Department of Environmental Protection. I will graduate in December 2015 from the Mailman School of Public Health, Columbia University with a Master of Public Health in Environmental Health Sciences. My interactions with the Department during my internship at the US Environmental Protection Agency earlier this summer deepened by commitment to a career in compliance with the New York City Department of Environmental Protection. I believe my knowledge of public health, as well as my research, legal and regulatory experience, would position me as a strong candidate this opportunity.

My compliance background began when, shortly prior to graduation from New York University, I was selected as one of two research assistants at a New York City law firm with a major environmental law practice and became well-versed in the process of regulatory compliance filings. I directly worked on efforts which led to our clients achieving 100% compliance with regulations, for the first time in 3 years. In addition, during my years at a Washington, DC independent research organization, I was part of a large team conducting research and analysis which prompted important discussions on regulatory reform at the Environmental Protection Agency. As a summer intern at EPA, I also had the opportunity to contribute to these same reform initiatives, which are now being implemented nationally. I am convinced that my interpersonal, analytical and leadership skills are ideally suited to the compliance function, and I am confident that the regulatory culture is a good match for my personality, talents and career goals.

I look forward to the opportunity to meet with you at your earliest convenience to discuss how my educational credentials and experience can significantly contribute to the initiatives in which the Department of Environmental Protection is engaged. Please feel free to contact me at my e-mail address, Thomas.brown@gmail.com, or at 917-999-9999.

Sincerely,

Thomas Brown

60 Haven Avenue, Apt. 2D
New York, New York 10032

April 24, 2015

David Smith, M.D., M.S.
Associate Medical Director, Lung Transplant Program
Columbia Lung Transplant and Interstitial Lung Disease Research Program
Department of Medicine
Columbia University Medical Center
622 W 168th Street, PH-14, Room 404
New York, NY 10032

Dear Dr. Smith,

I am delighted to apply for the position of Data Analyst, Pulmonary at CUMC. As a recent Epidemiology MPH graduate from the Mailman School of Public Health at Columbia University with data analysis, SAS, and chronic disease epidemiology experience and an interest in respiratory illness, I believe I would be a strong fit for this opportunity, and I would be honored to be considered for this role.

In my prior internship at the New York City Department of Health and Mental Hygiene, I worked in a team of five other public health researchers to create accurate reports on infectious diseases which were submitted to the CDC. In this role, I was the primary individual responsible for ensuring data integrity for up to six different data sets from disparate sources, with a total of up to 20,000 data points each. I also used data analysis and biostatistics techniques including multivariate and linear regression analysis and analysis of categorical data, and programmed extensively in SAS. My coursework at the Mailman School included applied regression, infectious disease epidemiology, epidemiology and control of tuberculosis, statistical computing with SAS, and randomized clinical trials. I also have strong knowledge of SAS, Stata, SPSS, R, ArcGIS, and MS Office (especially Word, Excel and PowerPoint), and am HIPAA and human subjects certified.

In addition to my data analysis and technical skills, I also have extensive experience working with research teams. Throughout my prior undergraduate work at the University of Michigan, I worked as a clinical research assistant in a biochemistry laboratory, working directly with the primary investigator on a number of large, NIH-funded studies. I was able to provide feedback to the research team regarding process improvements, and ensured that all the research work I conducted was thorough, accurate, and timely. I also have experience working independently; in my final year of undergraduate work, I led my own biology field research project and worked semi-autonomously. The research was selected to be presented at a national scientific conference. My communication skills are demonstrated by my background writing a variety of reports, including published articles, scientific reports, and policy memos, and my public speaking experience gained from my role as a teaching assistant for the Leadership & Innovation course at the Mailman School.

I have been strongly interested in pulmonary research for years, being an active member of the American Lung Association; and I look forward to the opportunity to meet with you at your earliest convenience to discuss how my educational credentials and experience in research can significantly contribute to your research work. Please feel free to contact me at hl2333@columbia.edu or 917-987-6543.

Sincerely,

Hyung Lim

300 West 119th Street, #1B
New York, New York 10027

Oct. 1, 2015

Dr. James Nelson
Personnel Officer
City of Baltimore Department of Health
2000 Rockledge Pike
Baltimore, MD 21201

Dear Dr. Nelson:

I am delighted to submit my application for the role of Epidemiologist, which I found listed in the March edition of *Epimonitor*. As a recent DrPH graduate in Epidemiology from the Mailman School of Public Health at Columbia University, with over five years of experience leading complex epidemiological research studies, I believe I would be a strong fit for this role.

In my position as Public Health Epidemiologist for the New York City Department of Health, I have contributed to epidemiologic and surveillance studies of diseases and conditions including West Nile virus, tuberculosis and lead poisoning. Recently, I assumed a lead role in training and supervising three junior staff members in the design and evaluation of studies of significance to the Department. Additionally, as a result of my strong platform and writing skills, I was chosen by my superiors to convey epidemiological information and public health action plans to colleagues and public officials during the recent Legionnaire's Disease crisis. Given my many years with the New York City Department to Health, I am sure I would adapt to the culture of the Baltimore Department of Health with minimal effort.

I look forward to the opportunity to meet with you at your convenience. I plan to relocate to Baltimore in the coming months, and will be in Baltimore in from April 1-5 to facilitate a panel at the annual meeting of the American Epidemiological Society. I am certain I can coordinate my schedule to meet with you then. I look forward to hearing from you.

Sincerely,

Jane Data

650 Fort Washington Avenue, #6G
New York, New York 10032

August 31, 2015

Diane Smith
Recruiting Manager
CSC Healthcare
1675 Broadway, 18th Floor
New York, New York 10019

Dear Ms. Smith:

Please consider this my application for the role of Analyst with CSC Healthcare. As a Master of Healthcare Administration candidate from the Columbia University's Mailman School of Public Health, with 2 years' experience in health care administration at a leading health system, I can think of no better place for me to contribute my skills than CSC Healthcare.

Some of the skills and achievements which would make me a strong fit for this role include:

- **Client Relationship Management:** In my experience working in a large, complex health system, I quickly established relationships with stakeholders including senior executives, medical experts, primary investigators of research programs, and many others. Because of my attention to detail and strong interpersonal skills, I was commended for my strong partnerships with departments and given a staff leadership award.
- **Analytical and Financial Analysis Skills:** As a departmental administrator at a major medical center, I participated in the operational, financial and marketing decision-making that defines healthcare/hospital administration. I was a major contributor to an organization-wide Lean Six Sigma program implementation which led to quality improvements in many of our delivery areas, combined with cost savings of \$1 million.
- **Initiative and Innovation:** Most recently, I contributed to the work of a consulting team devising cutting-edge solutions to the challenges of the healthcare marketplace. My exposure to the world of consulting during the highly selective McKinsey & Company Insight program has further convinced me that my leadership and analytical skills are ideally suited to a career in healthcare consulting.

I look forward to the opportunity to meet with you at your earliest convenience to discuss how my educational credentials and experience in healthcare can significantly contribute to the bottom line at CSC Healthcare. Thank you for your consideration.

Cordially,

Jason Martinez
212.615.3499
JM2@gmail.com

525 West 96th Street
New York, New York 10027
Jan. 2, 2015

Diane Owens
Recruiting Manager
FHI 360
2101 Wilson Boulevard
Fairfax, Virginia 22203

Dear Ms. Owens:

Melanie Jones, a former colleague who consults frequently for FHI 360, suggested that I contact you to discuss the policy analyst positions which will be funded in spring 2015. As a graduate student at Columbia University pursuing a Master of Public Health in Population and Family Health, as well as an MSW, with a strong background in family and child health policy at nonprofit advocacy organizations as well as within the federal government, I believe I would be a strong asset to Family Health International as a policy analyst. I am also deeply committed to the mission of FHI 360 and the clients you serve, and have spent my career to improving complex human development challenges.

My health policy experience includes my work as a White House Health Policy Intern, where I became well-versed in the issues confronting our healthcare delivery system as well as the ways that politics and policy intersect. In my more recent internship at the Children's Defense Fund, I was an integral part of a team tasked with designing and delivering a comprehensive evaluation of child health education resources in the Washington, DC area; our final report is currently being used in advocacy efforts and has made a strong impact on stakeholders and elected officials.

In addition to policy analysis and advocacy skills, I also have experience with grant-writing; during my years at the International Rescue Committee, I leveraged my knowledge of global health issues as well as my marketing skills to provide editorial and grant-writing support within the development department, contributing to successfully raising \$15 million in new grants and contracts. Through this experience, I also gained knowledge of the USAID grants process.

I am convinced that my leadership and analytical skills and my familiarity with critical health issues would make me an excellent candidate for the policy analyst role available at FHI 360, and I am confident that the culture of the organization is a good match for my personality, talents and career goals. I look forward to the opportunity to meet with you at your convenience to discuss how I can contribute to the work in which FHI 360 is engaged. Since I plan to be in the Washington, DC metropolitan area from Feb. 1-15, I will follow up with you shortly to schedule a time to meet at your convenience. I truly appreciate your consideration.

Sincerely,

Susan Hirano

60 Haven Avenue, Apt. 2D
New York, New York 10032
August 31, 2015

Melissa Brown
Recruiting Manager
Porter/Novelli
1675 Broadway, 18th Floor
New York, New York 10019

Dear Ms. Brown:

As a Master of Public Health student at the Mailman School of Public Health, Columbia University with a focus on Sociomedical Sciences, I can think of no better place for me to contribute my skills than Porter/Novelli. A recent discussion with John Colon, a Mailman School alumnus and senior marketer with your firm, deepened my enthusiasm for a social marketing career with your company.

I believe my knowledge of the healthcare industry, combined with my marketing education and experience, position me as a strong candidate for social marketing opportunities at Porter/Novelli. As an intern at the Corkery Group, I contributed to the work of a major consulting team devising cutting-edge solutions to the challenges of the healthcare marketplace. During my internship with another firm in the social marketing field, I had the opportunity to apply marketing principles and techniques to important public health issues. I contributed to the well-regarded "Stop Smoking" campaign which is now visible to 500 subway cars in New York City.

In addition to my experience in consulting, I also have communications/PR agency experience. During my undergraduate years, I was selected as one of two summer interns at a major NYC-based advertising firm and became well versed in the component parts of successful national advertising campaigns. I was part of a team which created a successful, \$500,000 branding strategy for consumer products like Dial soap, and which led to significant increases in product sales.

I look forward to the opportunity to meet with you at your earliest convenience to discuss how my educational credentials and experience in healthcare and marketing can significantly contribute to the projects in which Porter/Novelli is engaged. Please feel free to reach me at rj45@hotmail.com or 917-987-6543. I appreciate your consideration.

Sincerely,

Katherine Jones

9 May 2014

Dr. Jonathan Smith
ABC Kids Institute
100 Children's Road
Town, WA 6008

Dear Dr. Smith,

Application for Program Manager, Aboriginal Health

It is with great enthusiasm that I submit my application for the position of Program Manager, Aboriginal Health at ABC Kids Institute. As a manager at one of the world's most innovative global health research organizations and having significant program management experience in developing countries, I believe I would be a strong fit for this position.

I would bring to ABC Kids a diverse background:

- Significant expertise designing, coordinating and managing programs in low-income countries, including remote Somali-refugee camps and urban slums in Ethiopia, covering issue areas such as the treatment of acute malnutrition and severe mental illness, the provision of psychosocial care and support to children affected by HIV, and strengthening of economic livelihoods. Critical to the success of these projects was my ability to form close working relationships with local staff, vulnerable populations, community leaders, government officials and other stakeholders from the outset and maintain those relationships over the course of the project.
- A masters in public health and experience overseeing and conducting high-quality, cross-country, multi-disciplinary research on a range of development issues at Columbia University's Mailman School of Public Health, the Child Protection in Crisis Network and the Gates Foundation.
- An international network of donors, implementers and researchers and very real ability to build local partnerships and forge strategic alliances locally and around the world.
- A proven commitment to children's health as demonstrated from my extensive experience in the field

I combine flexibility, adaptability and excellent problem solving skills, with innovative, strategic thinking and with "business acumen" from working in the private sector, as well as prior experience in writing reports and grants. I also have a Master of Public Administration and strong knowledge of program/project management, including managing projects with up to \$1 million USD budgets and 250 participants.

I am originally from Perth and am returning with my family after many years abroad. I am incredibly excited about this opportunity to become a part of the world-class, multidisciplinary team at ABC Kids. I look forward to hearing from you. Thank you for your consideration.

Sincerely,

Sara Josephine Baker

Bruce Wayne^{vii}
Director of Countries in Crisis Program
CARE USA
151 Ellis Street
Atlanta, GA 30303

Dear Mr. Wayne:

James Gordon, the Senior Advisor for Global Outreach at CARE and a fellow alumnus of my graduate program, suggested that I apply for the Program Associate for Countries in Crisis position at CARE USA. I have a strong commitment to serving individuals and families in the most economically challenged communities of the world, and I believe my experience in Zambia, Namibia, and South Sudan, my MPH from Columbia University, and my program management background, would make me a strong fit for this position.

I have developed practical experience with emergency humanitarian programming and microenterprise ventures through two global health field experiences. At Mercy Corps, I assisted with interventions for populations living in conflict/post-conflict and post-natural disaster contexts in Sub-Saharan Africa, including South Sudan. At Trickle Up, I also facilitated basic business training for entrepreneurs in Zambia and formed partnerships with lending institutions to ensure financial services are available to support microenterprise ventures in the future. My duties at both agencies required me to routinely provide monitoring, evaluation, and reporting for our programs. In addition, I am specializing in global health at the Mailman School of Public Health at Columbia University, with a focus on humanitarian assistance in complex emergencies. In addition to taking classes in managing humanitarian challenges and conflicts, monitoring and evaluation, and program development for international organizations.

I believe that my coursework and program management experience in global settings would allow me to make a strong contribution to CARE USA as Program Associate. I would welcome the opportunity to meet with you to further discuss my background and qualifications. Feel free to contact me at 206-555-1212 or markmoore@columbia.edu. Please note, I am very interested to relocate to Atlanta and am available for interviews at your convenience. Thank you in advance for your time and consideration.

Sincerely,

Mark Moore

Writing Samples

Many employers request applicants to submit a writing sample as part of their application. Often they specify the length as well. Typically, it isn't necessary to create a new writing sample. In an ideal world, your writing sample would reflect both the subject matter that is relevant to the job, as well as the type of writing the job would require you to do. For example, if the position requires grant writing, part of a grant you wrote would be ideal. If the position requires creating PowerPoint presentations, white papers, reports, or policy memos, ideally your writing sample would be one of those types of documents. However, it's also good to try to match the subject matter to the job. For example, if the position entails researching maternal and child health programs, an academic paper you wrote on the topic would be ideal. The closer an example you have in terms of the format of the document as well as the topic, the better; but if you must choose only one, then submit the best example of your writing abilities, which as close a match to format and content as you have. Typically, it is not advisable to send documents that are very long, such as a PhD thesis. In that case, just the summary/abstract and 1-2 pages is likely to suffice. When in doubt, ask the employer for clarification about what samples they prefer.

INTERVIEWING

An interview is an opportunity for an employer and a candidate to meet and assess one another. Your objective is to convince the employer you will solve their problems, have the qualifications for the job, and are truly interested in the position; and to obtain first-hand information about the organization and the job. The employer's objective is to evaluate your personality, attitudes, and aptitudes in relation to the demands of the position and the culture of the organization. The interview is your opportunity to evaluate a prospective employer as well as the prospective employer's opportunity to evaluate you.

Instant Interview Tips^{viii}

- 1) Wear a suit
- 2) Bring extra copies of your resume
- 3) PREPARE- Do your homework on the organization
 - a. Research the organization: read their website, learn about their mission, values, services, clients, partnerships, major initiatives. (See "Employer Research" below)
 - b. Bring a list of questions about the job, the organization, and about some of the specific work they are doing.
- 4) Questions to think through in advance:
 - a. What makes you the BEST candidate
 - b. What are the 3 greatest strengths you bring to the job?
 - c. What is one of your greatest accomplishments?
 - d. What about the job excites you? What about the organization?
 - e. What are 5-6 short stories (using the Problem-Action-Result method) that show you have the skills specifically mentioned in the job description?
- 5) To handle nerves:
 - a) Breathe!
 - b) Take a second to think before you answer a question.
 - c) If you are stuck, say "that's a great question"; take a breath; ask to answer later if absolutely necessary.
 - d) Practice your interviewing beforehand.
- e) Send a thank you note immediately after the interview!

Interviewing Styles

The two most typical types of interviews are Question and Answer, and Behavioral interview styles. Other types include case interviews, phone interviews, Skype/video interviews, inbox exercises, group interviews etc. which are covered later on in this handbook.

Question-and-Answer

Each candidate is asked the same battery of questions, and the interviewer comparatively ranks the responses.

Behavioral Interviewing & "PAR" Stories

Behavioral, or behavior-based, interviewing is a technique that focuses on demonstrated behaviors as the best predictors of future performance. Behavioral interviewing is effective because it isolates those personal and performance attributes needed to succeed in a job, keeps the interviewer focused on job-related information, and lessens the chance for interviewer bias.

Behavioral interviews are effective in assessing competencies such as organizational and communication skills, risk taking, problem-solving, creativity, team-building, decision-making ability, leadership potential, attention to detail, ability to tolerate ambiguity, analytical skills, multi-tasking, and ability to work under stress. Questions asked in behavioral interviews are open-ended and designed to probe who, what, where, when, why and how. Questions will start with lead-ins including: "Describe a situation...; Tell me about...; Think of a time when...; Give me an example of..." Typical questions in behavioral style interviews might include:

- Tell me about a goal you set and how successful you were in accomplishing it.
- What was an obstacle you overcame in your last job and how did you do it?
- Tell me about a time when you failed to meet a deadline. Why did it happen? What were the repercussions? What did you learn?
- Describe an obstacle that you were not able to overcome.
- Tell me about a time when an upper level decision or policy change held up your work.
- Tell me about a conflict you had in a team situation. How did you handle it?

Follow-up questions might include:

- Can you provide an example?
- What did you do?
- How did you feel?
- What was the outcome?

To prepare for a behavioral interview, consider reviewing the job description for the position you are applying for and look for specific job duties and requirements, especially those that might be repeated in a few places in the description. Read in between the lines: if the position mentions “ability to multitask and meet deadlines,” expect a question about a time when you managed multiple priorities. If the description mentions “Must be able to handle complex situations with multiple stakeholders,” expect a question about how you have handled conflict or negotiation.

Then, write out several “Problem-Action-Result” (PAR) stories, particularly demonstrating how you meet the requirements of the specific job you’re interviewing for, in the following format:

PROBLEM: What was the context of the story? What was your role, and what was the situation or challenge you faced? For example: “I was working as a Program Manager at a reproductive health education program based in 17 New York City public high schools, serving 3,000 students a year, and when I started the program evaluations were being collected on paper. To analyze the data was very time-consuming; we had to re-enter everything into an Excel file. It wasted staff time, and when we needed to report to funders, it was difficult to demonstrate our outcomes.”

ACTION: What did you do to solve the problem, improve the situation, resolve the conflict, or make things better? “I did some research to find out what survey programs were available—at a low cost, since we had very little budget—and found a secure, web-based platform for surveys. We implemented it at all the schools, and the program participants could enter an evaluation right after their appointments.”

RESULT: How did your solution resolve the original problem? Give numbers or percentages to illustrate your results. “With the new survey system, we could gather more data; our response rate from participants doubled; the data was much more accurate; and we could generate reports very quickly. I created a report which we showed our funders, which demonstrated how our programs had reduced STD transmissions and showed how many students used the services; we were able to maintain the funding for our program even in the face of serious budget cuts.”

See additional information on [behavioral interviewing](#).

Your Personal (2-Minute) Pitch^{ix}

Imagine you only have 2 minutes with the interviewer. What are the most important things you would want them to know about you? What can you say in 2 minutes or less that would set you apart from others and entice them to want to hire you? Keep in mind:

- The WIIFT (What's In It For Them) – what are the specific needs of the person with whom you are interviewing
- What do you bring to the table that others who might be interviewing do not?

Don't tell your life story. Instead:

- Say things that are relevant (know your audience and the WIIFT)
- Let this person know you *can* do the job (qualified) and *will* do the job (motivated)
- Come across at the right level (your pitch should be conversational and enthusiastic, not a recitation of a list or getting all of the facts out)

Identify 4-5 key points you might want an employer to know. These might include:

- How/when your interest in the field began
- Summary of your work/internships or volunteer experience that is relevant to their field
- Classes you've taken and projects you've worked on that might be relevant
- Why this position at this organization fits into your career trajectory

Just as with everything in the job search, you need to know yourself, know your audience, and then match what you have to offer with what they need. As a result, your 2-minute pitch will change depending on your audience.

Think about the point you want to make, and say it. Don't make them work for it. If you have a conclusion you want them to make about you, tell them what it is. For example, if you want them to see how all of your jobs have been leading to a management position in healthcare, say, "All of my jobs have been leading to a management position in healthcare." If you want them to know that you are passionate about serving traditionally underserved children and youth in Seattle, say, "I am passionate about serving traditionally underserved children and youth in Seattle."

Your 2-minute pitch is a great way to answer, "Tell me about yourself." This pitch can be used not only in a job interview, but in a networking situation, job fair, and many other contexts.

PRACTICE THIS IN THE MIRROR, TO YOUR FRIENDS/FAMILY, etc....

EXAMPLE #1: "I am a recent Master of Public Health graduate from the Mailman School of Public Health focused on Sociomedical Sciences. At the Mailman School, I focused on social determinants of health, statistics, and outreach to community agencies. While I was in graduate school, I held two internships. The first one was at the YWCA, where I was in charge of creating a new health outreach program focused on youth in the Hunt's Point section of the Bronx. In my second internship, I worked for the City of Seattle's Department of Neighborhoods, where I researched how to update the neighborhood plans, including access to healthy food, for six neighborhoods. I am very excited to be here today to discuss how I can use my stakeholder outreach and organizational skills for your agency."

EXAMPLE #2: "I am a professional with nine years of experience in legislative policy analysis and government administration. In my last position, I was involved with researching the health effects of new policies and legislation on people who are facing incarceration in the State of Michigan. I am comfortable using demographic and statistical analysis to produce research reports. In fact, my last research report was presented to 50 policy makers and led to new legislation to improve outcomes in the criminal justice system. I have an MPH from the Mailman School, and am looking forward to using my research skills for your organization."

*The Two-Minute Pitch is from Kate Wendleton's "Through the Brick Wall" Villard Books, New York, 1992.

Do's and Don'ts For "Tell Me About Yourself"^x

If you've gone on a job interview lately, you are almost guaranteed to have heard this question. Besides being one of the first questions you are likely to receive in an interview, it is also one of the hardest. What is the employer looking for?

As with any open-ended question, there are many correct ways to answer "Tell me about yourself," and just as many ways to go wrong. Some of the ways people can veer off-track with this question include:

- Taking too long. Employers - and any busy listeners - lose interest quickly, and you risk seeming too self-involved if you take too long on this or any other interview question.
- Being too personal. The employer isn't looking for your life story. They most likely don't care where you were born, where you went to high school, or how many brothers or sisters you have, unless these items are specifically relevant to the job (i.e. the job requires knowledge of a certain culture and you grew up in that culture).
- Being too negative. The parts of your professional story where you chose an easier major in college because you flunked organic chemistry, or where you got fired from a job, should not be part of this overview. If you are a career-changer, don't emphasize why you dislike your current career, but focus instead on why you are excited about the new career and what you bring to the table that's relevant.
- Not customizing to the job. Don't continue saying how you are a trained lawyer when the job is for a fundraiser; don't emphasize you are an engineer when you want to become an accountant.

How to give a winning answer, then? Perhaps one of the best strategies is to briefly-in 2-3 minutes-give an overview of your professional history, from the point of view of how everything you've done as a professional has led you to being the perfect candidate for the job you are interviewing for. Because you only have a short time, this is one of the answers you might consider memorizing, not word-for-word, but at least as a set of bullet points. A brief structure that works for this question is:

- Start with a "headline": "I've worked in the nonprofit sector for five years in a variety of fundraising and public relations roles." Or, "For the last ten years, I've served as a board member for youth leadership nonprofits. All that time, I have been a very successful volunteer fundraiser, while also working in corporate sales. Now I want to dedicate my career to fundraising for youth nonprofits full-time."
- When you are interviewing in a mission-driven organization, consider starting with why you care about the mission. Without necessarily going back to high school, and without necessarily getting too personal (though with some organizations, personal commitment to the mission is essential, so it's fine to wear your heart on your sleeve), what originally inspired you to devote your career to this particular mission?
- Then, talk them through your resume, without going into too much detail. Just focus on organizations and job title. Don't get into the weeds about why you left each job.
- End with how excited you are to be interviewing with them today, and highlight how this is the culmination of your years of experience and training.

With enough practice, your "tell me about yourself" answer will sound smooth, structured, compelling, and enthusiastic--and pave the way for the success of the rest of your interview.

Are You Prepared?

When you have completed both your pre- and post-interview research, you should be able to answer questions such as:

- Do I support the employer's mission?
- Is the work environment structured or unstructured? Is the organization large and formal or smaller and with cross-functional work encouraged?
- Is the environment fast-paced or is it a calmer, slower environment?
- How much autonomy will I have in the position?
- What type of administrative support will I have in this position?
- Is the culture a good match for my management style?
- Are salary increases tied to performance objectives?
- What are the work hours? Are hours flexible? Will I be required to travel?
- What provisions are made for initial training as well as on-going career development?
- Will the position provide me with the skills and training I will need to advance in my career?
- How is my prospective employer perceived within the industry?

Interview Tips

To succeed in an interview, you must know yourself and your prospective employer. Use the suggestions and tips below to prepare for the interview.

Assess Yourself

- Strengths and weaknesses
- Accomplishments and achievements in previous positions (see "Problem-Action-Result" examples)
- Academic preparation
- Key decisions you have made
- Interests
- Disappointments encountered and how you overcame them/what you learned
- Values
- Short and long-term goals
- Likes/dislikes
- Lifestyle (location, travel, commitment to family)
- Needs and restrictions (geographical, financial, health, social)

Interview Pitfalls

- Lack of enthusiasm about the position/organization
- Superficial questions about the position/organization
- Poor preparation/inadequate research on the position/organization
- Lack of focus/vague career goals
- Inappropriate attire or poor personal grooming
- Tardiness—by even one minute; aim to arrive at least 10 minutes in advance (but no more than 20 minutes early)
- Exaggeration, pompousness, over-confidence
- Complaints about past employers, colleagues, your school, or even yourself
- Failing to substantiate statements with examples
- Poor presentation skills.

Additional Interview Tips

- Try to relax. Take a deep breath!
- Request a business card from each interviewer. At the end of the day, jot down brief notes to capture each interview session. These cards and notes will come in handy when composing your thank you letter.

- Take extra copies of your resume to the interview. Have the names, titles and contact information for references with you in the event you are asked for it.
- Consider bringing a small portfolio of handouts with you—for example, writing samples, presentations or reports which you have permission to share, and which are directly related to the job. Share them if they bolster your candidacy and always ask the interviewer if they would be interested in seeing them before handing them out.
- Dress conservatively. A business suit, for men and women, is nearly always appropriate. If in doubt, it is OK to ask about the dress code in advance. Make sure your shoes are shined. Don't wear too much make-up, perfume/aftershave or jewelry. Your personal hygiene should be impeccable.
- Be polite and gracious to every person you meet, including those you encounter in the elevator and while waiting, as well as the receptionist.

Sample Interview Questions

Most interview questions can be put in one of three categories:

- 1. Do you want the job?** These questions include:
 - What do you know about our organization? Why do you want to work here, specifically?
 - What is the name of our Executive Director/CEO/Department Chair?
 - What motivates you?
 - Where do you see yourself in 5 years?
 - Why are you looking for a new position?
- 2. Can you do the job?** These questions include:
 - Technical questions or tests; presenting you with a data set and asking you to run a multivariate regression analysis and then present your findings.
 - Behavioral interview questions (“Tell me about a time when...”) related to the job functions.
 - Hypothetical questions (“What would you do if...”)
 - Projects assigned for you to complete in advance of the interview (for example, you may be assigned to give a presentation about a certain topic as part of the interview, if the job requires public speaking).
 - What do you think makes a good (fill in the job title).
- 3. Will you fit in and get along?**
 - What kind of organizational culture fits you best?
 - What kind of supervisor do you prefer to work with?
 - Tell me about a conflict you've had as a team member. How did you overcome it?

Other Example Questions:

- Tell me about yourself? (see above)
- Describe a time when you balanced competing priorities/demands.
- Have you ever failed? What did you learn from the experience?
- Tell me about the biggest mistake you ever made?
- What was the toughest decision you had to make in the last year? Why was it difficult?
- What frustrates you the most, either personally or professionally?
- How has your current position evolved since you were hired?
- You have been in your current position for (number of) years, yet I note no changes in title or obvious promotions? Why?
- In what ways was your practicum/internship/part-time position beneficial?
- Describe your strengths and your weaknesses. How do you compensate for your weaknesses?
- Tell me about a time you had to make a quick decision that you were proud of?
- Describe a goal you set and how successful you were in accomplishing it?
- What is the best job you ever had and why? What did you learn in your last job?

- What characteristics do you seek in a prospective employer?
- What are your salary requirements? Note: it is recommended to avoid answering this question if possible; instead ask the interviewer if they have a salary range in mind for the position. If pushed, provide a wide salary range which is based on your salary research. (SEE SALARY NEGOTIATIONS Section below)
- Why do you want to be a (position applied for)? Why would you be good at it?
- Why should I hire you?
- Has (name of school) met your expectations?
- Have your career goals changed since you started school at (name of school)?
- What courses did you like best or least and why?
- Given you background in (your current field), why do you want to be a (another field)?
- Are you a leader?
- Tell me about your experiences leading or being part of a team.
- Discuss a situation in which you influenced someone.
- How do you spend your spare time?
- How do you reduce stress and try to achieve balance in your life?
- What were the three most important decisions in your life?
- Is there something I forgot to ask?

First Interview

- The interview will include an introduction and icebreakers, questions focusing on you, information on the employer and the job, your questions, and the interviewer's responses.
- Your goal during the interview is to convince the employer that you can and will do the job, and that you are a good fit for the organization. Focus on your achievements and accomplishments. Demonstrate how you obtained the skills to do the job, the depth of your knowledge, and the application of your skills. Don't hesitate to sell yourself. Be enthusiastic and project confidence—but without arrogance or overconfidence. During the first or screening interview, the interviewer looks for evidence of clear career goals, confidence, assertiveness, poise, strong communication skills, a pattern of success, consistency and enthusiasm. How you present yourself can be as important as what you have accomplished. First impressions are of paramount importance.

Second Interview Suggestions

- The second interview differs from the screening interview in both length and context. You will probably have a series of interviews. The questions you will be asked will be specific and job or skills-related. You may be presented with hypothetical situations based on projects on which your interviewer is currently working. In addition to job specific skill sets, your interviewer also hopes to find evidence of your leadership, analytical, problem isolation and problem solving abilities and evidence of your "fit" with the organization's culture.

Employer Research

Find out all you can about the employer: read the employer's literature (job description, recruiting and other general literature); review the website; conduct informational interviews (see above) with alumni working at the organization; talk with peer students who have worked in the organization.

Employer research is critical to success in the job search process. Just as self-assessment helps you to identify your strengths and weaknesses, likes and dislikes, accomplishments and achievements, needs and restrictions, employer research reveals whether a potential employer's philosophy and values, work culture, demands and rewards, and other characteristics match your career goals and personality. Moreover, as your career progresses and you change employers, this in-depth research helps ensure that you move into environments where you will have the best chance of success.

Your research should, at a minimum, help you to discover information on the employer's size and locations (both domestic and international), its new initiatives and reputation, as well as its longevity, services and products, and competitors. Additionally, your research will help you to target cover letters and resumes and to develop probing questions to ask during your interviews. Finally, the knowledge you display in your interviews as a result of your research will demonstrate your interest and enthusiasm, and help you to appropriately tailor your responses to address the potential employer's needs and concerns.

Research Resources

Some important resources for conducting your research include:

- The OCS Career Reference library (at 722 West 168th Street Suite 1003)
- The salary & employer research section of the CareerLink Resource Library
- The internet, including employer sites and career resources such as [Vault Career Library](#), [WetFeet](#), [LinkedIn](#) (specifically under company pages), and [Glassdoor.com](#)
- [The Recent Graduates Database](#)
- Faculty, Peers, your network
- Information sessions on the Medical Center and Morningside Campuses
- Fall and spring Career Days at the School of Public Health and Morningside Campus Career Fairs
- Presentations by various employers on campus, as well as alumni panel discussions
- Professional journals, newspapers and blogs
- For nonprofits, [Guidestar.org](#) offers the tax return (including salaries of the top paid employees at nearly all nonprofits)
- Hoovers.com database (available through Columbia University library) offers in-depth information on corporations: <http://www.columbia.edu/cgi-bin/cul/resolve?clio4781815>
- Public and specialized libraries, such as the [Foundation Center](#) Library for philanthropy
- Chambers of Commerce

Vault Career Insider

The [Vault Career Insider](#) offers a wide variety of valuable research tools. It features, among other resources, guides on industries (e.g., government, consulting, pharmaceutical, biotech, healthcare, etc.), employers, career education (resumes, interviewing, including the case interview, etc.), and career advice (e.g., "a day in the life"). These publications are available to download by Mailman School students free of charge.

Visit the [Vault Career Insider](#).

WetFeet

Since 1994, [WetFeet](#) has been a trusted third party for job seekers, helping students and young professionals make smarter career decisions. The WetFeet Career Resource site provides access to the Insider Guide library and the inside scoop on more than 1,000 companies, careers, and industries, along with videos and tips to help find and score the ideal job. Visit [WetFeet](#).

GlassDoor

GlassDoor is a free social networking platform that includes reviews what it's like to work at numerous organizations, salary information specific to job title within specific organizations, and interview tips specific to particular organizations. Membership is free, but a login is required.

Practice

[Contact](#) the Office of Career Services to schedule a practice interview; or use our web-based [video interview](#) practice service. Practice in front of a mirror or practice with someone who knows you well and can play devil's advocate.

Your verbal and non-verbal communication skills will be on display. Pay attention to your language, grammar, diction and tone of voice. Practice avoiding the words "like" and "um" in your day-to-day conversations. Maintain eye contact and shake hands firmly. Rein in nervous habits: no fiddling with a pen, your hair, or a paper clip. Maintain good posture: sit up straight, and control your seat, don't let it control you. Be aware of your gestures and your facial expressions. Dress [appropriately](#). Review sample questions and formulate responses. Remember, it is appropriate to pause, to think, to gather your thoughts before you answer a question.

Video Interview Practice: InterviewStream

InterviewStream is a video interviewing platform that offers job seekers the opportunity to review, retry, and hone their interview skills before going on real interviews.

We recommend scheduling a practice interview with Mailman School Career Services staff in addition to utilizing this platform.

[Practice now](#) by clicking the link.

Questions You Should Ask in the Interview

You will have the opportunity to ask questions of the interviewer. Do not ask questions to which you can find the answers in the employer's literature. Rather, ask thoughtful questions that demonstrate that you are well-informed.

- What do you like the most about working at this organization, and what are some of the challenges of working here?
- How did this position become available?
- If you hired me and I were a huge success in the role, what kinds of things would you like to see happen in the first 6 months or a year?
- What are the organization's priorities, both short and long term?
- What characteristics do those who succeed in this organization possess?
- How is performance reviewed and measured?

Read this article on 9 [Interview Questions You Should be Asking](#).

Questions *Not* To Ask

Certain questions are considered impolite or improper to ask during an interview. Some of them can be asked once you actually have a job offer. Avoid asking any questions of the interviewer that are too personal, such as questions about the interviewer's family, age, marital status, etc.

Also, it is strongly advisable **not** to ask questions about salary, benefits, vacation, or schedule until you have a job offer, lest you seem too focused on job the job will benefit you rather than how you will benefit the employer, or too interested in taking time off rather than doing the work. Such questions can and should be asked if and when you actually have a job offer (see "Job Offers" below).

Never leave any interview without knowing the next steps: time frame and the process to be followed for filling the position.

Finally, evaluate your performance after each interview. Ask yourself if you were prepared properly, if you learned enough about the position and if the interviewer learned enough about you.

Alternative Types of Interviews

Case Interviewing and Brain Teasers

During case interviews, interviewees are presented with a business problem to resolve. Case interviews are typically used in consulting. To respond successfully to case questions takes practice. Case questions fall into a number of categories: market questions ("what is the market for HMOs?"); brain teasers ("what is the weight of the Statue of Liberty?", "why are manhole covers round?"); business strategy (e.g. you are asked to evaluate opportunities to introduce a new product or how to respond to a competitive move by another organization), business operations ("why have Oxford's profits declined?") and resume (the interviewer might say in French, "I see you speak French fluently"). Through your responses, the interviewer assesses you on the following dimensions: analytical ability, intelligence, ability to respond under pressure, ability to think on your feet, interest in problem solving, business intuition, presentation and communication skills, ability to sort through information and focus on key points, creativity, enthusiasm, and the ability to analyze and make recommendations. See McKinsey & Company interview prep: http://www.mckinsey.com/careers/join_us/interview_prep and read about Case Interviews with Oliver Wyman: <http://www.oliverwyman.com/careers/join-us/interview-preparation.html> visit the [Vault Career Insider and Wetfeet](#) resources on interviewing, Vault Case interview [guide](#); g, reference [Case in Point](#) (Mark Cosentino) in the OCS Reference Library, [CaseInterviews.com](#), and download case interview tips from the [CareerLink](#) Resource Library. Also, visit OCS Offices in 722 W. 168 St. Room 1003, to listen to "Look Over My Shoulder," audio recordings of good and bad case interview examples.

Panel Interviews

A panel interview consists of multiple interviewers asking you questions. The key is to try not to be nervous, and to make sure each person gets some amount of eye contact and attention and doesn't feel left out. It's worth asking for a list of the interviewers in advance if they can share it with you.

Group Interviews

Group interviews are sometimes used by consulting firms and other organizations. There are two types of group interviews:

- Group interviews in which multiple candidates for the same job sit at a table together and are each asked the same questions by a panel of interviewers. This is partly a test of nerves as well as a test to see how you can market yourself in front of your competition. Try not to shoot down other people in the group, even though they are your competitors. Focus on your own answers and don't worry too much about "beating" the others in the group.
- Group projects/group exercises are situations in which the interviewer assigns candidates a project or problem to work on as a team. As you solve the problem, the interviewers observe how you and the other candidates work together. This is a test of your teamwork skills. Don't try to push everyone around or "win" the project over to only your way of thinking; but don't be a wallflower. The reason for this interview is to observe how well you can work with others.

Tests and Inbox Exercises

Like a case interview, an Inbox exercise is a test of your skills. You would be given a short project or assignment to work on and asked to turn it in at the end of the time period. Tests can also be used, typically to assess technical or language skills. In some other countries, and occasionally in the USA, psychological tests can be used as well.

Telephone Interviewing

Telephone interviewing is becoming increasingly popular for the hiring process; employers save time and money and widen their geographical reach. As with traditional interviews, preparation is key to a successful phone interview. Helpful articles are available on [phone interviews](#), [interview etiquette](#), and [dos and don'ts](#).

Skype/Video Interviewing^{xi}

As the cost of travel rises and Skype is becoming more and more commonly used, people are increasingly having long-distance interviews via Skype. An in-person interview is still probably preferable, but if your prospective employer can't reimburse your travel costs, you can still be seriously considered if you can interview via Skype. All you need is a computer with a webcam and a microphone. Here are some basic Skype interview tips:

- Make sure you get your webcam ready beforehand. Do a test run of a Skype call with a friend the day before to make sure the lighting looks OK, your face is visible, and the webcam works. Test the audio quality too.
- Give yourself plenty of extra time before the interview to make sure your internet connection is working well, the webcam is set up and at camera is at the right angle (which may mean propping up your laptop on several books so you are not looking "down" at the computer), microphone works etc. Take a look at the background that is showing in the webcam. Try your best to make the background look like an office if possible. Avoid showing a messy room or a distracting poster in the background.
- Dress in a business suit or appropriate business attire.
- Make sure you have at least a cell phone full charged and ready to go in case the audio drops out of your Skype call. Ideally, have a land line ready. Be ready for any manner of technical hiccups, ranging from the audio cutting out to the picture freezing. Don't let this distract you—VOIP is never 100% reliable. Have the interviewers' names and phone numbers written down, in case Skype doesn't work and you have to call them, and warn them in advance that you may call them on the phone if needed.
- Use the fact that you're not right there to your advantage: have a copy of your resume and some of your "problem-action-result" accomplishment stories on your lap where you can refer to them without being too

distracting. (Remember at all times that you are on camera! It's very easy to forget). Try to maintain some amount of eye contact with the camera—but you can briefly glance at your notes if you need to. You can also take notes in a way that's not distracting and might help you focus your answers.

- Try to get a visual introduction to the people who are interviewing you whenever possible. It makes the interview much better if you can visualize who's interviewing you even if they aren't all on camera at one time.

For additional tips on Skype interviewing, visit [Ace Your Skype Job Interview: 14 Smart Tips](#)

Closing The Sale^{xii}

As the interview is winding down and your questions are finished, it's time to enthusiastically end the interview. Ask for a business card to make sure you can send a thank-you note. Shake hands again with the interviewer, smile, and say, *sincerely*, "I just want to let you know I would love to have this job" or something similar in your own words. Sincerity is key—if you aren't absolutely sure you can say this sincerely and enthusiastically, just end with "Thank you so much for interviewing me and I look forward to hearing from you soon."

Illegal Questioning

By law in the USA, pre-employment inquiries should be limited to questions that are clearly job-related and designed to identify the knowledge, skills and aptitudes necessary to perform the job. The fundamental point of reference for all inquiries should be the job description. The federal, state and local laws governing pre-employment inquiries were designed to protect prospective employees from discrimination based on national origin/citizenship, age, marital/family status, disabilities, and other factors.

There are several ways to handle illegal questions:

1. Try to decipher the underlying concern the employer is asking about, then address the concern without answering the question itself. For example, if the question is "Do you have children?" Your answer could be "If you're concerned about my outside commitments, I can assure you I have never had any problem achieving what is needed for all of my prior jobs while balancing other responsibilities."
2. Ask how the question relates to the job requirements.
3. Tell the interviewer that you think the question is not appropriate. (Note—while this might be an ethical thing to do, it risks your losing the job opportunity.)

For a comprehensive list of illegal questions and their legal counterparts, refer to the "Legal Q & A" which is available at the Office of Career Services. Additionally, schedule an appointment with a career services staff member to discuss strategies for responding to illegal lines of questioning.

Nonverbal Communication

Only a minority of all the information we gather when communicating with another person is from the words they say. A larger percentage actually comes from posture, tone of voice, facial expression, and other nonverbal communication. It is important to pay some attention to the nonverbal part of your communication when interviewing, but try not to worry about it so much that you become distracted from what you are saying. The most important idea is to project confidence and professionalism. If you find yourself becoming very nervous about interviewing, realize that this is normal, and feel free to ask Career Services for help.

- **The Handshake:** A firm handshake is considered a sign of confidence. Take the entire person's hand in yours, so that not just your fingers are in their hand. Give a firm, but not crushing, squeeze, and shake their hand up and down slightly. If you have sweaty hands, be sure to dry them before your interview.
- **Posture and Physical Distance:** When sitting in a chair, sit slightly forward in the seat and lean forward slightly. If you will be crossing your legs, do it so that one knee is stacked on top of the other (do not cross your legs so that one foot is on top of your other knee), or you can cross your ankles or keep both feet on the floor. Do not stretch your legs out in front of you -- it looks too casual. Do not sit with your legs spread far apart, which is also too casual. When standing near someone, about 3 feet of distance is standard in most parts of the United States. Closer than this can be quite uncomfortable for others.
- **Arms and hands:** You can "talk with your hands" to some extent, but do not do so to the extent of distracting your interviewer. Sitting with your arms crossed in front of you can look defensive; instead, try to have a more open posture. Try not to fidget, play with your hair or a pen, and don't bite your nails!
- **Eye Contact:** Be sure to look in the eyes of the person interviewing you. Looking down frequently gives a message of not being confident. Rolling your eyes up is considered a sign of disrespect. Don't stare intensely at the interviewer, just look them in the eye as much as possible.
- **Facial expression:** Smiling is an important way of showing that you are a friendly individual and that you are enthusiastic about the position. Smile at the beginning and the end of the interview at the minimum.
- **Voice:** If you tend to have a quiet voice, be sure to speak clearly and try to project your voice so that the other person understands you. If you tend to have a loud voice, be sure not to overwhelm the interviewer by shouting. If you have a name which might be hard for your interviewer to pronounce, be sure to say it slowly and clearly when introducing yourself.

What to Bring & Wear to An Interview^{xiii}

It is important to make a good first impression, and what you wear to the interview does count. What you wear depends on the employer that is interviewing you (and even the city you're interviewing in). The following suggestions are a good rule to follow and apply especially for job fairs and interviews. In some organizations, the dress code may be more relaxed... but it is your responsibility to check with the employer if you are unsure what the dress code is for the company. The following tips describe the "safest" way to dress. If there's any doubt about how formal to be, you can err on the side of caution by wearing a suit, and then removing the jacket if a more casual appearance seems best.

Dress For Success - Women - What to wear?

SUIT: A conservative colored suit blazer is always appropriate (typical colors are navy blue, gray, or black). The fabric should not be too "loud" or shiny. It should be fully lined and not too tight or loose on you. Length of the suit blazer should hit just above the hip or just long enough to cover the hip. The sleeves should end at the wrist bone.

SKIRT or PANTS: should come as a set with the suit blazer. Skirt length should be around the knee; pants length should end just below the ankle. Make sure a skirt is not too tight to sit down comfortably.

BLOUSE/SHIRT: A business-type blouse or button-down that looks neat and clean, with a conservative, non-revealing neckline. The collar of the shirt may be worn in or outside of the suit blazer. Color of the blouse/shirt should preferably be white or cream. Make sure it is freshly ironed.

SHOES: Pumps with one to two inch heels in black, brown or navy. They should match your suit and skirt. Do not wear sandals, platforms, boots, or very high, pointy heels. Make sure the shoes are well polished. **HOSE:** Neutral color hose or hose that matches the color of the suit is preferable. Carry an extra pair in a briefcase or a pocketbook in case they run prior to the interview.

ACCESSORIES: Wear conservative jewelry and simple earrings; avoid distracting hoops and bangles. Your pocketbook should be conservative and in good condition, or use a professional-looking briefcase instead. Carry a portfolio with a note pad and extra copies of your resume and references. You can bring a portfolio of examples of your prior work in case you are asked for them.

GROOMING: Keep your fingernails clean and not too long. Polish is okay if it is clear or conservative. Hair should be neatly styled, clean, and off the face. Makeup should be light and natural, especially eye shadow, liner and lipstick. Avoid heavy perfume and strong-smelling foods and make sure your breath is fresh. Be sure your clothes are spotless and check for lint and dandruff before the interview.

Dress For Success: Men - What to wear?

SUIT: A single-breasted suit of gray, navy blue or black, 2 or 3 button front, clean back or back vent, fully lined is preferable. Fabric should be wool or wool blend. Sleeves should extend to wrist bone.

PANTS: Pants should come as a set with the suit, straight leg with cuff is preferable. It should fall below the ankle and be just long enough to cover the top part of the shoes.

SHIRT: Long sleeved, button down in white or cream, clean front or with one chest pocket. Collar should fit perfectly. Keep the "stays" in (the little plastic taps inside the collar in some dress shirts). Fabric should be cotton or a cotton blend and it should be well pressed.

SHOES: Black or brown and well polished. A wing tip is good or a conservative loafer is also preferable. The heel should be around a half an inch to one and a half inches. No rundown heels. **SOCKS:** Solid and dark to match the shoes, pants and suit. They should be high enough to cover the calf. Never wear white socks with a suit!

TIES: Conservative stripe or small pattern preferably of silk or wool. Avoid bright colors.

ACCESSORIES: No jewelry should be worn above your neck. The only jewelry that should be worn is a conservative watch and perhaps a conservative ring if that is usually worn. Carry a portfolio with a note pad and extra copies of your resume and references. You can bring a portfolio of examples of your prior work in case you are asked for them. Buy a professional looking pen.

GROOMING: Make sure your hair is neat; you can use gel or spray, but avoid the "wet" or "shiny" look. Nails should be clean and short. Make sure that your clothes are spotless. Check for lint and dandruff before the interview. Avoid spicy foods and freshen your breath before each interview. Do not wear strong after-shave or cologne.

Additional Articles On Interviewing

Mailman School Prezi on Interviewing <http://prezi.com/hvelouindid1/interviewing/>

[Checklist: What to bring with you to a Job Interview](#)

[Top 5 Tips to Prepare for Interviews... in the 21st Century](#)

What can you learn from an interview? <http://heatherkrasna.com/2011/12/21/what-can-you-learn-from-an-interview/>

[How to do a reference check—on your future boss](#)

[Should I ask about advancement?](#)

[Push Me, Pull You: Handling Multiple Offers and Interviews](#)

[Second Round Interviews](#)

[Stress-based interviews: the Brain Teaser](#)

[How do I prepare for a Skype interview?](#)

[Stress-based interviews: The Negative Interview](#)

[How Busking Made me a Better Interviewer](#)

Weakness, Shmeakness <http://heatherkrasna.com/2011/03/28/weakness-schmeakness/>

Handling Illegal interview questions <http://heatherkrasna.com/2011/01/26/handling-illegal-interview-questions/>

Tips for Phone Interviews <http://heatherkrasna.com/2011/01/05/tips-for-phone-interviews/>

Should I follow up after the interview? <http://heatherkrasna.com/2010/12/08/should-i-follow-up-after-the-interview/>

REFERENCES^{xiv}

Potential employers often ask candidates to provide them with a list of references. For this reason, it is important to prepare a list of references prior to going to an interview. Ask people such as past employers, work supervisors, professors, faculty advisors, or even co-workers if you may use them as references *before* you give out their names and contact information. Remember to notify the people you identify as references that employers may be contacting them. (See the sample reference sheet format on the following page.)

How to Pick Your References

References do not all have to be previous supervisors, but at least one should be if possible. Other sources of references are: professors; mentors; advisors; leaders or coworkers on volunteer, student organization, or community service projects; vendors, customers, or co-workers at a job. A reference can be any professional who has first-hand knowledge of your experience and qualifications and a positive opinion of you.

Inappropriate reference sources are supervisors who have provided poor assessments of performance, relatives by blood or marriage, and those who can attest only to your character (clergy, personal friends, neighbors).

- Get permission from every reference before including them.
- It is advisable to send each person who has agreed to be a reference a copy of your current resume as a frame of reference (refresher on your skills, dates, etc.), as well as the job description for the job you are being considered for.
- Ask each reference to proofread a copy of their listing in your reference sheet to prevent embarrassing errors (wrong title, wrong current affiliation, personal phone number they don't want publicized).
- Ask references if they wish you to call them to alert them each time you anticipate a call, giving the name of the potential caller.
- Thank each reference for their support each time they've been called, whether or not a job offer was made.

Handling Negative References

There may be situations in which you have worked with/for someone whom you'd like to give as a reference, but with whom you have a troubled relationship (for example, a past supervisor you didn't get along with well). In such cases, consider whether you can give the name of anyone else at the organization, such as a prior co-worker, client, supervisee, board member, or other stakeholder as a reference.

If you must, for some reason, provide a reference from someone you had a difficult relationship with, consider speaking with that person in advance. Try to clear the air about the past conflict. Let them know how important it is for you to find a new job. Apologize for any misunderstandings if you need to. Also, consider providing multiple positive references to "crowd out" the negative reference; and provide your future employer with some context so they can understand why you might not have a glowing reference from this particular person.

Additional articles about references:

<http://jobsearch.about.com/od/referencesrecommendations/qt/negative-references.htm>

<http://jobsearch.about.com/od/referencesrecommendations/qt/what-to-do-bad-references.htm>

<http://money.usnews.com/money/blogs/outside-voices-careers/2012/03/05/how-to-handle-a-bad-job-reference>

<http://hirevue.com/blog/how-to-overcome-negative-references-in-your-job-search/>

Reference Sheet Format

When attending an interview, it is a good idea to keep a reference list, formatted like the one below, on a separate sheet of paper from your resume. It should be presented if the employer requests it. Here is an example:

JANE Q. STUDENT, MPH
1 Public Health Boulevard
Jobville, NY 10024
(206) 987-6543, jqstudent@columbia.edu

Dr. Robert Smith, PhD, Columbia University Mailman School of Public Health, Professor of Epidemiology, former professor/mentor.

(917) 123-5000, e-mail: Robert_smith@columbia.edu,

Mailing address: 201 Public Health Hall, New York, NY 10000

Ms. Susan Bossi, Former Supervisor at Washington State Department of Health, 2006-2007.

(206) 345-6789, e-mail: sbossi@washington.gov, Mailing address: 100 3rd Ave. N, Seattle WA 98109

Mr. John Doe, Former Supervisor at New York City College Library, 2004-2005.

(646) 312-1000, e-mail: jdoe@xyz.edu,

Mailing address: 1 XYZ, Box 100, New York, NY 10010

Following Up--What if the Employer Doesn't Call?

On occasion, you may go on an interview and then not hear back from the employer about whether you have been accepted. It is advisable to ask, during the interview, when to expect a decision from the employer. Keep in mind, though, that employers often find out that they need more time to make a decision than they previously thought. Therefore, it is best to be patient and wait for an answer. However, if over a week goes by beyond the date they stated they would reply to you, you may consider sending an email like the one below:

Dear Mr. Jones:

I enjoyed meeting you two weeks ago during my interview for the data analyst position. I would like to thank you again for the interview. I left feeling very excited about the company and the opportunity.

As I had mentioned in the interview, I feel I can bring my combination of strong academic training, as well as my skills in quantitative analysis, to the company.

I am still very interested in the position, and was wondering if you might know when decisions will be made. If there is anything I can do to forward my candidacy, or if you have any additional questions about my background, please don't hesitate to contact me at (917) 123-4567 or email me at janejones123@yahoo.com. Thank you again.

Sincerely,

Jane Jones

HANDLING MULTIPLE INTERVIEWS AND OFFERS

Timing is everything in the job search. This statement is true when it comes to applying before a job deadline, applying early and often, getting your references to reply quickly, and most of all when dealing with job interviews and offers.

If you are lucky enough to have had multiple job interviews, you will likely run into the problem that, for whatever reason, people often seem to get the offer they want least, first. Your favorite employer somehow always is pickier and takes longer to make you an offer, and meanwhile you have been granted an offer that might be OK but not as exciting as the one you haven't heard back from. (Note: if you get your favorite offer first, there is no real need to go through the exercise below; just go ahead and negotiate, then accept the offer, and go notify the other folks who've interviewed you of your decision, thoughtfully and kindly but without giving them a chance to counter-offer).

So, what to do? Here is a strategy which often—but not always—works:

1. To the employer that has made you an offer, say: "Thank you so very much. I'm very excited about this opportunity, and it's a big decision for me. Could I take a few days to think about it?" Other stalling tactics: ask for more details on the benefits; ask to speak to the person previously in the role; ask for any other details that might make the employer have to take more time to get back to you before you can make a decision. Most importantly—do NOT tell this employer you are waiting to hear about a better offer! This just makes you sound like you're not interested in the job. You have to try to reassure the employer that you are sincerely interested or you will risk losing the offer.

2. To the employer that you've interviewed with but has not yet made you an offer, give a phone call to say: "I really enjoyed meeting with you last week. I wanted to check in and find out if you have any updates on my status. Is there any further information I can send you that would help you make a decision?" and if you actually have another offer you are seriously considering, add: "Not to rush you, but I also want to update you on my status and let you know that I received a competing offer and have until Tuesday afternoon to make a decision. However you are my favorite employer and I would love to have a chance to work for you. Is there anything I could do to help speed your decision making?" You should only say this if you are seriously considering another offer; if you don't have another solid offer, don't bother mentioning that you do have one. It's easy to see through when you're bluffing. And be sure to reassure this employer that you're sincerely interested, so that you don't risk being too pushy and alienating this employer.

Ideally, you are able to slow one decision down while speeding the other one up, and are actually able to choose between two different offers. It's a wonderful and rare situation to be in.

In reality, you are often faced with tough choices. The job you are stalling can't wait forever for your decision. The other employer might not be able to speed up their process. At some point, you might either have to accept a job you're not super-excited about, or turn an offer down and risk not getting another one. You have to evaluate the offer thoroughly to make the best decision you can under the circumstances, and then run with it. What you should not do, is to accept a job and then continue interviewing and/or accept another offer and renege on one you already accepted, because you are sure to burn bridges with employers and destroy your reputation by doing so; and you can also damage Columbia University's reputation, and other students' chances, in the future. If you are ever in a difficult situation you are unsure of, please contact Career Services so we can assist you in your decision making.

Handling Rejection

Rejection is a normal, yet disappointing, part of the job search process. Being able to handle rejection with grace, and without showing your frustration or anger to an employer, is a very important skill to learn. Candidates who are rejected but handle the rejection well may even be considered favorably for future opportunities when they arise. It is very important not to show anger to an employer, because this may jeopardize your future chances with them and can even damage the Mailman School's relationship with that employer. Rather, you can consider following up with employers who reject you, with an email or letter like this:

Dear Mr. Rice:

Thank you again for interviewing me. Although I understand that I was not selected for the Analyst position, I still appreciate the chance you gave me to meet with you and learn more about the Department of Administration. I also sincerely hope you will keep me in mind for future opportunities.

In addition, I am always seeking to improve my interviewing skills. I would greatly appreciate it if you have any suggestions that could help me improve in future interviews. If you could take a moment to either email me or call me with any advice or tips on how I could improve my candidacy for future opportunities, I would be very grateful. My email is janeqstudent@hotmail.com and my phone number is 212-987-6543. If you do not have time, of course I understand.

Thank you so much again for your time.

Sincerely,

Jane Q. Student

Follow-Up and Thank-You Notes

Follow-up each interview with a thank you note.

The letter should be brief: no more than 3 paragraphs. The thank you letter should be sent via email within 24 hours of the interview; each person who interviewed you should get a separate, slightly customized email. You can follow up with a printed, typed thank-you letter in business format on professional quality paper, ideally the same stationery used for your resume and cover letter.

In the first paragraph, mention the title of the position for which you interviewed, the name of the organization and the date of the interview. Thank the employer for the opportunity to interview and indicate why you are even more enthusiastic now about the organization and its mission.

In the second paragraph, mention additional information you've discovered about the organization and/or make an important point about your background and/or skills that were not mentioned during the interviews; or reflect on something you discussed with the particular interviewer. Consider attaching an additional document from your portfolio that demonstrates that you have the skills being asked for.

In the third and final paragraph, thank the employer again for interviewing you and express interest in the position and enthusiasm for the potential opportunity to work with this employer. Mention that you are interested in meeting again and/or hearing from the employer soon.

Thank You Letters: Examples

Dear Ms. Lane:

I enjoyed meeting with you and your colleagues yesterday when I interviewed for the biostatistician position at Bristol-Myers Squibb. I was particularly impressed by the breadth and depth of experience of the staff members I met, and their willingness to share their expertise. The interviews heightened my interest in the position.

Although we did not have ample time to explore my teaching assistant experience at the Mailman School of Public Health in detail, I am confident that the platform and written skills that I utilized in that role would allow me to effectively present the results of my data analysis to a variety of stakeholders. I would be thrilled to have the opportunity to become a member of the Bristol-Myers Squibb team and look forward to hearing from you soon. If there is additional information that I can provide, please contact me at 212.305.1597.

Sincerely,

Denise Simone

Dear Mr. Miles:

I truly enjoyed meeting with you and your colleagues on September 16th when I interviewed for the compliance position at the New York City Department of Environmental Protection. The comprehensive nature of the department's outreach as well as the credentials of the staff members were impressive. After the interview, I left feeling even more enthusiastic about the opportunity to pursue a career in regulatory compliance at the Department of Environment Protection.

I believe the in-depth knowledge of the EPA regulatory compliance filing process that I gained at Phillips Nizer is particularly relevant to the projects the Department is undertaking in the coming months and will enable me to add value to the team immediately.

I look forward to hearing from you in the near future regarding my status. If there is additional information that I can provide, please contact me at 212.305.1121.

Sincerely,

Thomas Brown

Dear Dr. Nelson:

It was a pleasure to meet with you to discuss how my career background contribute to your work, during the annual American Epidemiological Society meeting last week. I believe my competencies would be a good match for the Epidemiologist position currently available at the Department of Health and Mental Hygiene, and I will remain in contact with you in the coming months in the hope that a similar position will be available in August.

In the interim, I will follow your suggestion and contact the individuals at the National Institutes of Health to whom you referred me. The opportunities at NIH that you described to me are very appealing. However, since I am more committed to public service than to research, a career with the Department of Health and Mental Hygiene remains my first choice.

I look forward to continued discussions in the near future. Thank you for your consideration and your wise counsel.

Sincerely,

Hyung Lim

Dear Ms. Smith:

I enjoyed meeting with you and your colleagues yesterday when I interviewed for the consultant position at CSC Healthcare. The content of the training program is very impressive. I understand why it is considered the premier training program in the industry.

I am confident that my 5 years as a departmental administrator at San Francisco General Hospital combined with my medical training would benefit your firm in identifying and assessing the critical strategic and operational issues facing major metropolitan area hospitals in New York State.

I remain excited about the possibilities at CSC Healthcare and look forward to hearing from you in the near future. If there is additional information that I can provide, please contact me at 212.305.6590.

Cordially,
Jason Martinez

Dear Ms. Owens:

I enjoyed meeting with you and your colleagues on April 12th when I interviewed for the policy analyst position at FHI 360. I was particularly impressed by the level of commitment to family health demonstrated by the staff, in both their work and non-work endeavors.

Although we did not discuss my personal interests and travels, I know that my experiences in Asia and Latin and South America and my exposure to national family health policy and program implementation in these cultures would allow me to help FHI 360 to research and benchmark policy on the critical issues in international family health. I am also attaching a brief PowerPoint which I presented to key stakeholders at my recent internship at UNICEF, which would help to demonstrate my presentation and analytical skills.

I would be honored to be considered for the role of policy analyst position at FHI 360 and look forward to hearing from you regarding next steps in the process. If there is additional information that I can provide, please feel free to contact me at 212.854.5612.

Sincerely,
Susan Hirano

Dear Ms. Owens:

I enjoyed meeting with you and your colleagues yesterday when I interviewed for the marketing position at Porter/Novelli. I was particularly impressed by the diversity of the firm's engagements and the credentials of the staff members with whom I met.

My interviews served to deepen my interest in a career in social marketing at Porter/Novelli. My combination of experience with major consulting firms including John Snow, Inc, PwC, and, earlier in my career, at Abramson, Aldrich and Rohde, has made it possible for me to evaluate marketing challenges from varying perspectives and would allow me to quickly contribute to your firm in assessing the feasibility of national media campaigns.

I am very excited about the possibilities at Porter/Novelli and look forward to hearing from you in the near future. If there is additional information that I can provide, please contact me at 212.305.1688.

Sincerely,
Katherine Jones

JOB OFFERS AND NEGOTIATION

A successful job search will result in one, and perhaps multiple, job offers. Offers should be in writing, even if initially extended verbally.

In most cases, it is advisable not to accept a job offer on the spot. Instead, express appreciation for the offer, and then ask how much time you can have to think about the offer, and ask to receive all the benefits and other information pertaining to the position. ***(It is usually considered impolite to inquire about salary or benefits prior to receiving an offer—see salary negotiation information below.)***

Make sure you know when your prospective employer would like a response to the offer. If the employer's time frame does not allow you ample time to assess the offer, politely request additional time, emphasizing that this is an important decision for you. Ensure you have all the benefits information. To assist you in evaluating your prospective employer, ask if there is an employee with whom you might speak on an informational basis.

The research that you conducted early in your search will once again prove beneficial as you evaluate your job offer(s). Make sure you consider both financial and non-financial factors in making your decision.

It is important that you are SURE you are ready to commit to the job when you accept the offer. Once you accept the offer, you must tell other employers you have interviewed for that you are no longer available. It is not ethical to renege on the job offer you have accepted. (See Career Services Honor Code at the end of the Handbook)

Be sure to contact the Mailman Office of Career Services for help with this part of your search!

Evaluating your offer

Among the questions you should ask when evaluating your offer(s) are:

- Which position offers the salary and benefits that meet your minimum requirements? Does the salary match what you've learned are the typical ranges, based on your salary research?
- Does the position provide opportunities for you to utilize your skills and competencies?
- Does the position offer room for advancement?
- Which position offers the managerial style with which you feel most comfortable?
- Is the organizational culture a good match for your work style?
- Does the organization's mission excite you?
- Are there any concerns about the long-term security of the position? Is the position grant-funded, or permanent? If it is a new position, do you know what the reason for the position becoming open is? Is the need for the position a long-term need, or a temporary, project-based need?
- Make sure you've met the people you'll actually be working with, and ask to see the office space where you will actually be working.
- Consider the organization's financial situation. If it is a nonprofit, look up the organization's 990 tax return on [Guidestar.org](https://www.guidestar.org) or if it is a corporation, look for its 10-K filing with the SEC and read about them in Hoovers (see "employer research" section). Read any news articles about the organization and read reviews of it on [Glassdoor.com](https://www.glassdoor.com).

Once you have accepted an offer of employment, ethics dictate that you no longer interview with other employers and that you advise other employers with whom you have interviewed that you are withdrawing your candidacy. It is a good idea to confirm your understanding of the terms of your offer (e.g., salary, benefits, start date, etc.) in a letter of acceptance to your prospective employer. Finally, to assist the Office of Career Services in tracking employment rates and developing salary data, please complete the Graduates Survey—which is emailed to all graduates upon graduation and 6-months after.

Tips for Negotiating Salary

- Conduct your salary research well in advance, even before your active interviewing starts. Visit the salary calculators at: CollegeGrad.com, salary.com, payscale.com, JobStar, NACE Salary Calculator, and What Is Public Health and Glass Door. Check with the Office of Career Services (OCS) for current salary ranges and view our [employment statistics](#). If the position is with NY State government, research the salaries online at SeeThroughNY; many other state government salaries are also public information, and federal GS-ranges are typically publicly listed in the job posting. Do your best to be well-informed about what the “going rate” is for someone with your degree and years of experience.
- Try to defer any discussions of salary until you actually have an offer. If you are asked what your salary needs are during an interview, try to ask the interviewer what their salary range is; or respond, “I am sure we can come to a fair agreement, if and when you decide I am the perfect candidate for the position.” If pushed to give a number, refer to a broad range based on your salary research.
- Don’t accept an offer on the spot. Say, “Thank you so much for this offer. I’m very excited about it. Could you please send me all the details, including benefits information? And could I have a few days to review all the information? When can I get back to you with my decision?”
- Make a specific time to discuss the offer with the hiring manager. Plan your questions in advance.
- In the conversation: start by indicating your excitement about the opportunity, and then ask if there is flexibility in the salary offered. Sometimes simply asking this question and then waiting, can get you a slight raise.
- Be prepared to justify (based on your specific research) why the offer they are making is below the going rate; and/or why you specifically are worth more than the average due to your education, experience, and unique qualifications. Try to translate your achievements into dollar terms; for example, if you have found budget savings for prior employers, mention how you are sure you can save the organization \$10,000 like you did for your last employer, so a raise would quickly pay itself back. If you helped raise funding through successful grant-writing, or through writing reports which were then used to support successful grant-writing or grant renewals, mention that.
- If the salary is not negotiable, ask if the benefits are (sign-on bonus, additional vacation time, relocation bonus, released time to participate in career development activities, etc.).
- Refer your prospective employer to the Office of Career Services for the most up- to-date information about [salaries](#) of Mailman School of Public Health graduates.

Additional Salary Research Sites

- Numerous salary research tools in Mailman CareerLink Resource Library
- Mailman School Salary Negotiation Prezi <http://prezi.com/5atgergzogy0/salary-negotiation/>
- CareerLink Salary & Employer Research section
- Occupational Outlook Handbook: www.bls.gov/oco and <https://www.onetonline.org/>
- Professionals for Nonprofits: www.nonprofitstaffing.com salary survey of NY nonprofits: <http://www.nonprofitstaffing.com/salary-job-reports/ny-salary-survey-report-2012/>
- <http://www.salary.com>
- www.payscale.com
- Indeed.com and Simplyhired.com have salary information on posted jobs
- Abbott Langer and Associates: <http://www.abbott-langer.com>
- The Salary Calculator: <http://www.homefair.com> is good for comparing salaries when relocating to new cities and <http://paycheckcity.com> is an accurate paycheck calculator—very good when determining how much the cost of benefits will impact your check
- Nonprofit Times Salary Survey: <http://www.nptimes.com/>
- Nonprofit Employment Trends Report <http://www.nonprofithr.com/wp-content/uploads/2013/03/2013-Employment-Trends-Survey-Report.pdf>
- Federal Salary Tables: www.opm.gov/oca/payrates
- How to negotiate salary for federal government jobs <http://uwmakingthedifference.blogspot.com/2010/12/federal-salary-negotiation.html>

- NASPAA Salary Information for MPA/MPPs: <http://www.naspaa.org/students/careers/salary.asp>
- Using www.guidestar.org you can access the IRS 990 tax reports for nearly all nonprofits, which sometimes include salary information.
- The Foundation Center <http://www.foundationcenter.org/> keeps information about grant-making philanthropies, including their tax reports, which include some salary information.
- Note: if you work in a nonprofit or government agencies for 10 years, your remaining student loans may be waived as part of Public Service Loan Forgiveness <http://studentaid.ed.gov/repay-loans/forgiveness-cancellation/charts/public-service>
- [SIPA salary surveys list](#)
- **We also recommend the book: Negotiating Your Salary: How to Make \$1,000 a Minute by Jack Chapman (in the OCS Resource Room)**

Deciding Between Two Job Offers^{xv}

What happens when two job offers come in at the same time? There are worse problems to have, but it's a dilemma nevertheless. This seemingly attractive situation becomes a very difficult decision to make especially if the employers involved have impressed you. The trick to determining which offer is best for you is cutting down the amount of emotion that is going into your decision and thinking through your options logically and methodically. Think over these tips before making your decision.

1. Ask for more time to give a response. At most employers, the world will not come to an end if you wait a few more days to come on board. Employers sometimes pressure candidates to make acceptance decisions, but most organizations that are worth your time will be willing to give you a few more days to carefully think through your options. In fact, the organization might be impressed by the fact that you are responsible enough to take accepting a job seriously.

Say: "Thank you so much for this opportunity. I'm really excited about it. When can I get back to you about my decision? Can you please send me all the details?"

2. Make some lists. One of the best ways to think through a difficult situation is by putting your thoughts down on paper. First, make a list of what you really want to get out of your job and what factors are important to you. Maybe the environment is a key factor for you, more than the vacation package. Perhaps factors like your commute time or the amount of travel required are key. Come up with your "wish list" and use that to evaluate the two companies. Next, create another list of the pros and cons of each company. Give yourself ample time to complete this step and think long and hard about each list. This will help you make an informed decision rather than a rash one.

3. Remember that it's not just about the money. While it might be tempting to simply go with the offer that includes a higher salary, there are a wide variety of factors that will go into your future career happiness. Make sure you also consider your potential coworkers, the leadership of the organization, other benefits, and the career path and opportunities available to you. You may receive one offer that comes with a substantially higher salary, but not as much opportunity to move ahead. Your career is a marathon, not a 100-yard dash. Making a sacrifice in salary today might mean more responsibility – and a much higher salary – a few years down the road.

4. Pick someone's brain. If you have the opportunity, speak to employees at both organizations, as well as others in your community. Find out whatever you can about each organization's reputation and direction. Doing this will also give you an idea of personalities at work at both companies. Do the employees seem happy? Are they enthusiastic and willing to give their employer a positive recommendation? You can often tell a great deal about how people really feel just by their immediate reactions. If you ask current employees how they like the organization and hear hesitation prior to positive responses, you may be receiving an important red flag to consider.

5. Don't burn your bridges. Once you have decided on one job offer, make sure you reject the other offer professionally. Speak by phone to convey your decision, then write a formal letter after you have turned down the offer explaining that you were impressed with the company and its employees, but felt you needed to move in a different direction. Try to keep in touch with the organization and contacts you made. You never know when your situation will change, and it is always a good idea to maintain networking contacts throughout your career.

Remember, in any professional situation, how you react today can have a major effect on your success tomorrow. If you consider all of your options, think carefully about your opportunities, and are respectful of the organizations involved, you will make the right decision, regardless of where you end up on the first day of work!

Criteria To Consider When Assessing A Job Offer

Once you receive a job offer, you may want a checklist of criteria to consider when evaluating whether to accept it. This list especially comes in handy when determining how to decide between two offers, or deciding whether to switch to a new job. You can rank order the criteria, delete those that don't apply to you, and/or give each criterion a weight or point value, then give each job offer a point value for that criterion; then multiply the point value for the job by the importance or weight of the criterion. Finally you can add up all the weighted points values to decide which job gets more "points" for you. After you've done this, finally decide how you feel about how the two jobs scored.

CRITERIA	Importance of this variable	Points for Job # 1	Points for Job #2
<u>JOB CONTENT</u>			
Role/ tasks involved with job / type of clients served			
Skills needed to perform the job			
Autonomy--ability to work independently			
Travel requirements/ Opportunities			
Volume/speed of work (fast or slow paced environment?)			
Variety of work			
Advancement opportunities			
Prestige/respect of job or organization			
Level of responsibility			
Stress level of work or risk involved with work			
<u>ORGANIZATION</u>			
Size of organization			
Stability of job			
Stability of employer/organization			
Location/commute			
Sector			
Friendliness of coworkers/boss			
Organization's culture			
Mission of organization			
Work/life balance of organization: Hours of work/overtime requirements			
Dress code			
Reputation of organization			
<u>COMPENSATION</u>			
Salary			
Bonuses and opportunity for promotion			
Training offered			
Benefits--Health insurance (level of coverage)			
Benefits--Health insurance (cost of premiums)			
Benefits--Dental insurance			
Benefits--Vision (Eyeglasses etc)			
Benefits--Retirement fund/401k (what is the matching %?)			
Benefits--Pension plan			

Benefits—Disability insurance			
Benefits--Tuition reimbursement (up to how much \$?)			
Benefits--Vacation (# vacation days per year)			
Benefits--Sick time (# sick days per year)			
Benefits--Holidays (# paid holidays per year)			
Benefits--Personal days (# per year)			
Benefits--Transit benefits			
Benefits--Life insurance			
Benefits--Health club membership/reimbursement			
Benefits--Employee Assistance Program			
Benefits--Deferred Compensation Plans			
Benefits--Accidental Death & Dismemberment insurance			
Benefits--Long Term Care insurance			
Benefits--free cell phone			
Benefits—other perks, ie. free coffee, subsidized cafeteria			
Benefits--free museum admission, subsidized restaurants			
Benefits--onsite daycare or other childcare benefits			
Benefits--subsidized housing			
Other compensation:			
<u>If relocating:</u>	-		
Spouse/partner's job--are job placement services for spouse available?			
Spouse/partner's benefits			
Transportation infrastructure of new location and commuting issues			
Community/city attractiveness, culture, recreation opportunities etc.			
Relocation costs (are they reimbursed?)			
Cost of living in new location (as compared with current location)			
Quality of education available for children in new location, if applicable			
Weather in new location			
Cost of real estate in new location			

Rejecting a Job Offer with Class^{xvi}

There's no rule that says you must accept each and every job that is offered to you. If you receive a job offer and, after carefully reviewing all the pros and cons of the position, decide it is not the right fit, you'll need to take the next step of respectfully and professionally rejecting the offer. Many people make the mistake of neglecting this step and do not respond to the company or respond in a way that is too brief, too informal or simply unprofessional. If you want to move on from an offer and a company with your good reputation intact, there are a few steps you should follow.

1. Don't Leave Them Hanging - Once you have weighed all your options and feel confident that the job you have been offered is not right for you, it is best to respond promptly. The employer might have someone who is next in line for the offer, or might need to restart the candidate search, something that takes time and resources. Responding promptly shows that you respect the employer and its needs and are aware of the fact that it has a position to fill. And, while it might be tempting to see exactly what you can get, don't waste the organization's time in lengthy negotiations if you know that you will ultimately turn down the position.

2. Tell Them in Person or by Phone - Chances are, if you have received a job offer from a company, there is at least one individual at the company you have developed a professional relationship with through the interview process. Inform that individual of your decision by telephone. This should be the person who signed your formal offer or personally invited you to join the team. This person most likely put in a good amount of time and effort to attempt to bring you on board and you owe it to him or her to provide a personal response.

Before you call, write yourself a brief script to help you through what can be an uncomfortable conversation. Let the person know that you appreciate the offer and that you enjoyed getting to know the company and its employees. Explain that it was a difficult decision to make, but in the end you simply felt the position was not the right fit. Don't feel like you need to provide all the details of your decision-making process, and be prepared to be pressed for more information. The general rule of thumb is to be professional, but keep your answers vague. You do not need to explain all of the factors that brought you to this decision.

3. Follow Up in Writing - Once you have spoken to the company representative in person, your work is not done. You should also convey in writing your decision to reject the job. Write a formal letter to the individual who offered you the job to briefly and politely reject the offer, even if you have already spoken to the individual in person. Again, you do not need to go into detail. Just make sure your letter is professional, polite and gracious.

Example email:

Dear Ms. Jones:

I am writing to let you know that, though I am very grateful for your offer for a full-time analyst position, I will be unfortunately unable to accept the position at this time because I have decided to accept an opportunity at another organization that is a better match with my immediate career plans. I truly appreciate your consideration and kindness throughout the process.

Thank you very much again for your time, and I wish your company much continued success. If there is anything I can do to assist you in future, please do not hesitate to ask.

Sincerely,
Jane Q. Student

How To Determine A Consulting Fee

On occasion, graduates find short-term or contract/consulting opportunities and are asked to say what fees they want to charge. There are several ways to come up with an amount you would charge:

1. Try to find out if there are any other consultants who do what you do and ask them what they charge. You can look on LinkedIn and type in a job title like "global health consultant" or "monitoring & evaluation consultant" etc.; then reach out and ask. Don't ask what they personally earn—instead, ask in general what they think such projects should go for. Alternately, look at Terms of Reference for other consulting opportunities which are publicly posted.
2. Calculate the amount based on your needs and/or translate what a typical salary would be if you were paid full-time.
 - a. Look at what you used to earn in your last job, and/or look at typical salaries listed in salary research resources like salary.com, payscale.com, or specialty resources like devex.com and find the average for this type of consulting work if it were to be a full-time job.
 - b. Then figure in the actual value of your benefits (including health insurance, housing, security, transportation etc.). Presuming that a consultant would not be given these benefits, add the out-of-pocket cost of such benefits to the annual salary, then divide by the number of hours you worked per year (approximately 48 weeks--because you had probably 4 weeks of paid vacation and holidays and sick days at minimum--at 40 hours per week, or 1,920 hours a year). For example, if you earned \$50,000 per year and your benefits cost \$25,000, then divide \$75,000 by 1,920=\$39 per hour.
 - c. Then you have to basically double the hourly number you calculated because a certain amount of your consulting work is likely to be "unbillable." So consider \$80 per hour if you base it on a \$50k salary. Also, remember! Your freelance/consultant pay will get taxed at the self-employment rate and you have to file the taxes quarterly-- so think of what your GROSS should be and remember it needs to be more than the net! This is just a rough estimate.
3. Here's a brief article on this <http://www.wikihow.com/Calculate-Consulting-Rate> and <http://www.sba.gov/community/blogs/how-calculate-and-negotiate-your-hourly-and-project-based-pricing>

Additional Articles On Salary Negotiation/Job Offer Analysis

Mailman School Prezi on Salary Negotiation: <http://prezi.com/5atgergzogv0/salary-negotiation/>

12 Things You Wish You had Known Before Accepting the Job

<http://www.avidcareerist.com/2013/04/30/slideshare-12-things-you-wish-you-d-known-before-you-took-the-job/>

[Will your future employer work you to death](#)

[Top Ten Websites for Job Search Sleuthing](#)

50 Google Searches to Avoid a Layoff or a Bad Employer [http://www.huffingtonpost.com/susan-p-joyce/50-](http://www.huffingtonpost.com/susan-p-joyce/50-google-searches-to-avo_b_4719859.html)

[google-searches-to-avo_b_4719859.html](#)

[When is a \\$10,000 raise a pay cut?](#)

[Salary Negotiation Tips](#)

Did you get a job offer? <http://heatherkrasna.com/2011/01/19/did-you-get-a-job-offer-or-just-a-nice-conversation/>

Salary negotiation in this economy <http://heatherkrasna.com/2010/12/29/salary-negotiation-in-this-economy/>

Salary negotiation tips <http://heatherkrasna.com/2010/08/11/salary-negotiation-tips/>

Making big decisions--should you take the job? <http://heatherkrasna.com/2012/01/11/making-big-decisions/>

The right way to evaluate an offer http://www.nextavenue.org/article/2012-12/right-way-evaluate-job-offer?goback=.gde_2539146_member_210353960

Website for comparing cost of living between two cities internationally: <http://www.expatistan.com/cost-of-living/comparison/>

Numerous resources, including many salary surveys, are available in the CareerLink Resource Library.

JOB SEARCH FOR SPECIAL SITUATIONS

Out of Town Search/Relocation

The out-of-town search is challenging because you are not physically available for interviews or networking without having to travel; and sometimes employers have a preference for local candidates. However, you can overcome the obstacle of distance by utilizing the following resources and job search techniques.

- Email OCS staff to ask about reciprocity at a local school of public health. The Mailman School offers reciprocity career services—typically including access to the job boards of other ASPPH-accredited schools of public health—at certain other schools around the country. Students can access reciprocity by emailing career services staff members, and can access to up to two different schools.
- Read this article on [Top 5 Tips](#) for Your Long-Distance Job Search.
- Use LinkedIn’s Advanced Search feature to identify networking contacts in the city you are interested in. Visit [linkedin.com/alumni](https://www.linkedin.com/alumni) and delimit the results by city.
- Subscribe to blogs, social networks, online groups, or news outlets in the city where you wish to relocate. Set up job alerts on job boards like [Indeed.com](https://www.indeed.com) and [Simplyhired.com](https://www.simplyhired.com) to send you relevant updates in your geographic interest area.
- Visit the Chamber of Commerce’s website for listings of employers and networking events.
- Plan a personal visit, and arrange informational interviews and networking meetings for each day you are there; ideally, apply for jobs in advance and schedule interviews during your visit. Follow up on jobs you’ve applied for and mention you will be in town during the specified time frame and ask if there would be a chance to schedule an interview then.
- Contact Mailman School and other University alumni by searching the University’s [Alumni Directory](#). Affiliate with a Columbia University [Alumni Club](#) in your location of choice. Contact your undergraduate career services and alumni offices for assistance and referrals.
- Visit publichealthjobs.net to review employment opportunities.
- Review OCS references, such as the Job Bank series on cities and states that includes: Boston, Chicago, Philadelphia, Seattle, New Jersey, Metro New York, Upstate New York, Virginia, and Washington, DC.

Tips for International Students

International students searching for opportunities in the United States face many challenges as do domestic students searching for international opportunities.

International students on the F1 or J1 visa seeking U.S. employment should:

- Note that although they are eligible for a post-graduate training period (“Optional Practical Training”—typically lasting one year to 18 months—check to determine how much time you have), employers are not required to hire international students. Within this framework, Career Services counsels international graduates on strategies for increasing their chances of employment in the US and works to bring to campus employers who hire both US and non US citizens.
- Establish contact with the Columbia University [International Students and Scholars Office](#) for information on Immigration and Document Services, International Student and Scholar Orientations, and more.
- Request copies of the pamphlet, "It's Easy to Hire an International Student," from OCS to become familiar with U.S. hiring policies and to share with prospective employers.
- Visit [Students and Employment](#) page and [information on OPT](#) page on U.S Citizenship and Immigration Services website
- Look through the most detailed employment statistics information in the CareerLink Resource Library, which has a page on which employers hired F1 students in the last year.
- Visit these resources for tips and information on visas and job search:
 - [FindTheBest](#) - H-1B Visas comparison tool allows the user to sort through a list of nearly 200k companies across the United States that offer H-1B Visa sponsorships. This free and easy-to-use tool enables users to filter through companies by geography, average salary, industry, etc.
 - [My Visa Jobs](#) - Information on top sponsors by year and visa options.

- www.h1visajobs.com - Online Database of American employers for International Professionals and advice about applying for H-1B and list of H-1B sponsors.
- [American Chambers of Commerce Abroad](#) - Directory of American companies and individuals doing business in a particular country, as well as firms and individuals of that country that operate in the United States.
- Visit [Going Global](#) on Columbia University Alumni Association Career Connection site. This site houses lists of employers that requested the largest numbers of H1B visas (listed by state) and is also useful for searching global opportunities.
- There are three types of employers, when it comes to hiring international students:
 - **Employers who have a policy of sponsoring** international students. Typically, these employers will either not mention anything about this on their job postings; but OCS does ask employers who attend our career fair to list whether they hire F1 students.
 - **Employers who have a policy that they do not sponsor** F1 students. Typically, these employers will state in their job posting “Candidates must have permanent work authorization to work for any employer in order to apply” or “We do not offer H1B sponsorship”; or “Citizens and permanent residents only” or something similar. Typically, it is a waste of your time and the company’s time to apply for these positions.
 - **Employers (typically smaller or newer organizations) who have never met an international student** and have no knowledge of the visa sponsorship process. If you encounter such organizations, be sure to be ready to explain to them how the visa sponsorship process works—educate yourself so you are ready to explain it to employers. Often, if an employer sees that you are a great candidate, they might be willing to sponsor even if they have never done it before.

Tips for US Students Seeking to Work Abroad

Domestic students seeking global opportunities should:

- Visit [Going Global](#) on Columbia University Alumni Association Career Connection site. This site offers country profiles for many countries around the world, including information on different CV/resume formats, interview types, cultural differences, etc., as well as lists of recommended job boards, recruiting agencies, and professional associations in different countries.
- If you are interested in global health, visit the various sections of this handbook focused on global health, and download the many handouts in CareerLink in the Resource Library, including a [Prezi](#) presentation on global health, lists of global health job boards, articles on global health careers, lists of the largest global health organizations in the USA as well as NYC, etc.
- The OCS to review the International Careers Consortium binder for tips on searches abroad.
- The global section of our [Websites of Interest](#) page and [Global Resources](#).
- Students should also review International Career Employment Weekly, and Public Health Jobs Worldwide available on the [Global Resources](#) page—these are subscription-based resources for global health which are available to Mailman students and alumni for free.

A few tips for US citizens seeking to work abroad:

- Investigate the work visa options for US citizens in your target country of interest. Some organizations will hire “expatriates” and others cannot.
- Customize your CV to match the target country; for example if you are seeking positions in Europe, consider using British spelling on the CV (i.e. “organised” vs. “organized”) and translate any metrics so they are understandable (such as km vs. miles). Some countries (like France and India) prefer candidates to list their date of birth and country of citizenship and other personal information (which would never be included in a US resume) and others do not. Some countries prefer the use of “I” or “my” in the resume, which is not used in the USA. Many countries request more detailed information on language fluency, and have specific

definitions of language levels. Research the preference in the various countries where you may apply—some prefer to see a photo on one’s resume, and a hand-written cover letter, items you would not use in the USA.

- Some countries may use psychometric exams and other tests and assessments which are less frequently used than in the USA.
- Don’t forget to network. Use the Advanced Search of LinkedIn and change the country to the one you are interested in; or use linkedin.com/alumni to search for all Mailman School or Columbia University alumni in various countries.

Additional articles on International job search (Europe focus):

<http://www.prospects.ac.uk/>

<http://career-advice.monster.co.uk/cvs-applications/free-cv-templates/jobs.aspx>

http://en.wikipedia.org/wiki/Work_permit

http://www.st-andrews.ac.uk/careers/wiki/International_Organisations

http://europa.eu/epso/index_en.htm

<http://www.jobmonkey.com/europejobs/placement-agencies.html>

<http://eco.ittralee.ie/>

<http://www.eurograduate.com/planning.asp>

<http://europass.cedefop.europa.eu/en/home>

An additional option is consider working for the UN (see the section on Government Job search above).

The UN offers the Junior Professional Officers (JPOs). The programme is intended for nationals of a number of countries, age not exceeding 32, who want to acquire experience in the international arena. Every year the WHO hires approximately 75 JPOs. There are details on their website <http://www.who.int/employment/jpo/en/>. More information on this is also available on this website <http://www.jposc.org/>.

For Alumni

Alumni can currently take advantage of a number of services and resources. These include:

- Access to [Mailman CareerLink](#)
- Consultation with career services staff (To schedule an appointment, use CareerLink or e-mail msphocs@cumc.columbia.edu (NOTE: alumni may have up to 2 appointments per semester during the school year and 2 per month during the summer) Participation in workshops, panels, and career day events
- Subscription to OCS Friday Announcements
- Membership in Mailman School LinkedIn group

Recent graduates will continue to receive the OCS Friday Announcements (time-sensitive career opportunities and other career-related content) for six months after graduating and can resubscribe at any time thereafter by e-mailing [Asha De Costa](#). In your e-mail, please indicate your date of graduation and your department.

The OCS Friday Announcements listserv is refreshed every Fall semester, following registration. At that time, any members of the listserv who are not currently registered Mailman students are removed. When this occurs, simply e-mail [Asha De Costa](#) and ask to subscribe again.

In addition, resources available to alumni include lifetime [e-mail forwarding](#), the Columbia University [Alumni Directory](#), and [Columbia Career Connections](#).

Please visit the [Office of Alumni Relations](#) for additional alumni services and benefits.

Returning to the Workforce

People take time away from working for many reasons—raising a family, caring for an ill loved one, overcoming an illness, traveling abroad, a period of unemployment after a layoff, even touring with a rock band. Most of the same job search strategies outlined in this handbook are effective for people returning to work, with a few additional suggestions.

- Networking is even more critical when returning to the workforce. Establishing or re-establishing relationships with old colleagues, friends, family and professors can lead to referrals for interviews. Relying on your resume and cover letter, by itself, to land interviews, is challenging when there is a gap of employment.
- Consider strategies to fill the gap of employment by listing volunteer work, community activities, and pursuing additional training.
- In your cover letter, consider adding a brief statement at the end, such as “After two years raising a family, I am now very excited to contribute my skills to your organization’s mission.” You should not disclose detailed personal information about your gap of employment if it is caused by an illness; instead, state “I have spent the last year handling a health issue which I have now recovered from, and am excited to contribute my skills to your company.”
- If you are asked why you were laid off or terminated, do not go into detail. You may be pressed to provide further information; try to remain neutral or positive in all your statements about a past employer. If the situation was a layoff, mention the organization’s budget cuts and mention you were among several who were affected. If you were terminated, you can state that you decided to move on to pursue an opportunity that was a better fit, for personal reasons.
- Refresh your skills. If your field requires specific computer skills, be sure to brush up on them. Be sure you are aware of current news in your field and in the organization you are interviewing with. To overcome age discrimination, consider starting a blog or Twitter account, and make sure you use a gmail.com account instead of an aol.com, Comcast.net, or yahoo.com account.

Individuals with Disabilities

The [Americans With Disabilities Act](#) prohibits employers with more than 15 employees “from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment.”

The [law states](#) that employers must provide “reasonable accommodation” to individuals with disabilities throughout the job application and interview process, as well as on the job. However, it isn’t always easy to find the best way to ask an employer for an accommodation. Thankfully, the [Job Accommodation Network](#) offers extensive resources on accommodations, and there are many resources available for individuals who have disabilities who are job-seeking. There is an extensive list of resources regarding resources for individuals with disabilities in the Resource Library of [CareerLink](#). This includes numerous specific employment agencies, job boards, and websites for individuals with disabilities.

In addition, for some employers, hiring individuals can be part of their diversity recruiting efforts. Federal contractors (which represent a large portion of all US employers) are encouraged to hire more individuals with disabilities: <http://www.dol.gov/ofccp/regs/compliance/section503.htm> And the US Federal government has a special hiring authority ([Schedule A](#)) for individuals with severe disabilities. Note: the Americans with Disabilities Act applies the US-based employers; employers in other countries may or may not have similar regulations to abide by.

Age Discrimination and Mature Job Seekers

The Age Discrimination in Employment Act ([ADEA](#)) prohibits discrimination against anyone 40 years and older in the workplace by employers with more than 20 employees. Although this law is in place, unfortunately, some employers still may discriminate, consciously or not, against older job seekers.

To overcome this challenge:

- Ensure you stay up to date on the newest technology, news, and regulations in your field. Try using Lynda.com for skills workshops on topics like Excel and Twitter.
- Networking is even more critical for individuals who may face barriers in the job search than it is for others. See the section on Networking above.
- Make sure you have a strong LinkedIn profile (see section on LinkedIn above) and Google your name to make sure you have a strong online presence.
- Consider using newer email systems (like Gmail instead of AOL) and using Twitter or starting a blog. Make sure you have a cell phone number listed on your resume.
- Use your years of experience, loyalty to past employers, and dedication to your profession as an advantage.
- Consider removing the date of graduation from your undergraduate schooling from your resume and LinkedIn profile. Also, consider deleting work experience that is more than 15 years old.

Note: ADEA applies the US-based employers; employers in other countries may or may not have similar laws.

Additional articles:

What to do when they say you are overqualified: <http://www.hellmannconsulting.com/blog/when-they-say-you-are-overqualified-do-this/>

9 tips to help job seekers beat age bias <http://www.marketwatch.com/story/9-tips-to-help-jobseekers-beat-age-bias-2012-11-21>

FEGS Experience 2 Work Boot Camp <http://www.fegs.org/e2w#.U-OKbvdWSp>

List of “Certified Age Friendly Employers” <http://retirementjobs.com/about-us/certified-age-friendly-employer-program/>

AARP’s Best Employers for Workers over 50 http://www.aarp.org/work/employee-benefits/best_employers/
Is Age Making Your Job Search [Tougher?](#)

For PhD/DrPH/Doctoral-Level Job Search

Note: Those doctoral students whose degrees are conferred by GSAS, including PhD students at the Mailman School, are eligible to use the services of the Center for Career Education (cce.columbia.edu), including counseling, workshops, events, and the LionShare job board, in addition to using the Office of Career Services at the Mailman School.

The Academic Job Search

PhD students who are seeking careers in academia are strongly encouraged to work with their faculty advisors and mentors. There are also good resources on the academic job search listed at on the following sites:

Mailman School Prezi on PhD job search: <http://prezi.com/5atgergzogy0/salary-negotiation/>

CCE career guides for doctoral students: <http://www.careereducation.columbia.edu/students/grad/phd>

Univ. of WA: <http://careers.washington.edu/GradStudents/Academic-Careers>

NYU Wagner: <http://wagner.nyu.edu/files/careers/PhDJobSearch.pdf>

Specific listservs and publications where we see tenure-track faculty positions as well as those outside academia include:

- <http://www.publichealthjobs.net/>
- HigherEdJobs.com
- Insidehighered.com
- Chronicle.com
- Academic360.com
- Academiccareers.com
- Academic Keys https://healthsciences.academickeys.com/login.php?foward=post_a_job
- Higher Ed Recruitment Consortium http://www.hercjobs.org/index.html?site_id=793
- ABFM list (abfm@aspaonline.org) and the American Society for Public Administration newspaper
- PublicServiceCareers.org
- The Economist
- <http://listserv.udall.gov/cgi-bin/mailman/listinfo/scholars>
- NY PostDocs database of events, links, and PostDoc opportunities
<https://sites.google.com/site/newyorkpostdocs/>

Additional articles on the Academic Search:

PhD students also have access to Center for Career Education Resources:

http://www.careereducation.columbia.edu/sites/cce/files/columbia_cpg13-14_online.pdf#page=50

(p. 64-66 cover academic interviews)

<http://www.careereducation.columbia.edu/students/grad/phd>

ACADEMIC INTERVIEWS:

Articles on academic search: <http://careers.washington.edu/GradStudents/Academic-Careers>

<http://careers.washington.edu/sites/default/files/all/editors/docs/gradstudents/AcademicCareers-Interviews.pdf>TEACHING DEMONSTRATIONS:

http://careers.washington.edu/sites/default/files/all/editors/docs/AcademicCareers-Teaching_Demonstrations_07-08.pdfJOB TALKS:

http://careers.washington.edu/sites/default/files/all/editors/docs/gradstudents/Job_Talks_Dec_2013.pdf

RESEARCH STATEMENTS: <http://careers.washington.edu/sites/default/files/all/editors/docs/10-11%20Academic%20Year/Research%20Statements%20July%202014.pdf>

Additional articles and resources:

<http://ask.metafilter.com/31759/Academic-Job-Interview-Questions>

<http://www.insidehighered.com/advice/2013/04/29/essay-interview-questions-academic-job-searches>

<http://www.sicb.org/careers/JobInterviewAdvice.pdf>

<http://www.english.upenn.edu/~mgamer/interview.html>

Reflections on my tenure-track assistant professor search: <http://www.pgbovine.net/guo-faculty-job-search.pdf>

Office of Faculty Professional Development <http://www.cumc.columbia.edu/faculty/professional-development>

CUMC CV handouts: <http://www.cumc.columbia.edu/faculty/professional-development/Resources-Links>

Academic tracks/development of a career focus: <http://www.cumc.columbia.edu/faculty/professional-development/program-materials>

Books:

Tomorrow's Professor: <http://cis.stanford.edu/structure/tomorrowprof.html>

The Academic Job Search Handbook: <http://www.amazon.com/gp/product/0812217780/104-4235018-9950303?v=glance&n=283155>

The Non-Academic Job Search

In addition to opportunities to work as faculty in academia, PhD/DrPHs can work in the same kinds of professions as MPHs but at a higher level; there are also research positions at think tanks, research institutes, consulting firms, government agencies, nonprofits and multilateral organizations that are specific to PhD/DrPH. Ph.D.s work as researchers, program directors, policy analysts, budgeting and program analysts, advocates, and in many other capacities in the public and private sectors.

Mailman School Career Services can provide guidance for PhD and DrPH students who are interested in careers outside academia, in think tanks, research institutes, government, or nonprofit organizations. Resources include:

Mailman CareerLink (Online Job Listings for Mailman School Students and Alumni)

CareerLink is an on-line job bank and database that you can access as both a student and an alumnus of the Mailman School. Visit <http://www.mailman.columbia.edu/students/career-svcs/careers/mailman-careerlink> for details.

Career Advising: One-on-one, in-person, phone or e-mail advising is available with career services advisors, on job search strategies, resume/CV/Cover letter critiques, how to work with your references, interviewing preparation, including coaching for job talks, salary/benefit negotiation, career exploration, research and decision-making, coaching on public speaking skills—in particular, non-verbal communication coaching to improve job talks.

Career Networking: The Mailman School has a [LinkedIn Group](#) of over 2,400 members, which all Mailman School students and alumni are encouraged to join. Through this group, and the many networking receptions and events hosted on campus, you can connect with other Mailman School alumni to share career advice. See above sections on networking for additional networking resources.

Reciprocity: The Mailman School has reciprocal arrangements with other accredited public health schools nationally. If you are planning to relocate to another city, contact Heather Krasna at hk2778@cumc.columbia.edu to ask for access to the job boards of public health schools in other cities.

Resources for the Non-Academic Job Search

Versatile PhD: <http://versatilephd.com/> includes excellent resources on non-academic careers

There is a monthly meet-up in NYC for PhD students and graduates seeking careers outside academia:

<http://www.meetup.com/NYC-VersatilePhD/>

Also try the NY Postdocs group <https://sites.google.com/site/newyorkpostdocs/home>

Important Professional Associations

PhD/DrPH students are well-advised to join professional associations relevant to their interests to find networking contacts and job opportunities. Many offer conferences which specifically have recruiting events. See above for a list of Professional Associations. Visit <http://www.mailman.columbia.edu/students/career-svcs/strategies/websites-interest> for an additional list of targeted resources. Additional employers of PhD/DrPH include:

Universities hire PhDs for positions beyond tenure-track and teaching roles, particularly for university-affiliated research institutes.

Pharmaceutical Firms and Research Organizations like Pfizer, Merck, Novartis, NPS Pharmaceuticals, Quintiles, Quest Diagnostics, etc., may hire PhD or DrPH graduates for more technical roles in biostatistics or epidemiology.

Hospitals employ PhD and DrPH graduates for a variety of roles. There are research-based positions in many hospitals, at organizations such as Memorial Sloan-Kettering, Fred Hutchinson Cancer Research Center, the Mayo Clinic, etc.

State & Local government agencies may hire PhD-level researchers. To find positions in NY State government, visit:

- NY State Dept of Health <http://www.health.ny.gov/employment/entry.htm>
- <http://www.nysegov.com/citguide.cfm?superCat=36&cat=75&content=main>
- <http://www.cs.ny.gov/>
- NY State Jobs <https://statejobsny.com/public/vacancyTable.cfm>
- Office of Children & Family Services <http://ocfs.ny.gov/main/hr/jobtitlesAll.asp>
- NY Dept of Environmental Conservation <http://www.dec.ny.gov/about/27863.html>
- NY State Office of the Medicaid Inspector General <http://www.omig.ny.gov/index.php/information/employment>

For local government positions, visit:

- <http://www.cs.ny.gov/jobseeker/local/index.cfm>
- <http://www.nyc.gov/html/dcas/html/work/work.shtml>
- NYC Department of Health and Mental Hygiene <http://www.nyc.gov/html/doh/html/career/career-home.shtml>
- <https://a127-jobs.nyc.gov/>
- National Association of County & City Health Officials <http://www.naccho.org/>

Federal government agencies hire PhDs at the GS-11 level (starting in the \$65k level in New York or Washington DC, and often rising up to \$90,000 or above after 2 years).

- Doctoral students are eligible for numerous special fellowships, some of which are also open to MPHs and some of which are only open to PhDs. For a list of special post-graduate fellowship opportunities, look in the Resource Library of Mailman [CareerLink](#).
- One of the best special fellowships is the [Presidential Management Fellowship](#), which is open to doctoral students. Applications are usually due at the beginning of October each year for students graduating the following June.

- Students can also apply for federal jobs through USAJobs.gov. Students will need a federal-formatted resume. Career Services can assist you with creating this format; there is an example in this handbook.
- Positions at the PhD level in the federal government can include economists, program specialists, management and program analysts, policy analysts, grants evaluation specialists, logistics specialists, operations research analysts, statisticians, and more.

Think tanks, policy institutes and research institutions offer opportunities for PhD and DrPH graduates to conduct research. Think tanks conduct independent policy research, which may or may not be non-partisan in nature. They also may provide consulting services for particular clients. Some also directly lobby for causes.

Some job boards for finding research and think tank jobs include:

- Links to Research and Educational Institutes <http://jackson.yale.edu/node/812/attachment> Policy Jobs www.policyjobs.net
- [Other nonprofit links](#)
- A full directory of think tanks can be found [here](#)

Consulting Firms also hire PhDs; the main difference between a think tank and a consulting firm is that a consulting firm is directly hired through contracts to produce a product, and they are typically for-profit organizations rather than nonprofits.

- [Abt Associates*](#)
- [Chesapeake Research Associates](#)
- [Coffey*](#)
- [Decision Information Resources Inc.](#)
- [Deloitte Consulting](#)
- [IMPAQ International LLC](#)
- [Industrial Economics, Inc.](#)
- [The Lewin Group](#)
- [McKinsey specifically hires PhDs/DrPH \(almost exclusively as opposed to MPH\)](#)
- [Management Systems International \(MSI\)*](#)
- [Mathematica Policy Research, Inc.](#)
- [Maximus](#)
- [Metis Associates](#)
- [PwC](#)
- [Public Policy Institute of California](#)
- [QED Group](#)
- [RAND Corporation* \(health focus\)](#)
- [Social Research and Demonstration Corporation](#)
- [Westat](#)

Foundations and Philanthropies hire subject matter experts to advise them on where to focus their grant-making efforts and to evaluate the impact of grants. Some are purely grant-making foundations, and others are operating foundations (meaning they also run programs). This is just a short list of foundations; you may also wish to visit The Chronicle of Philanthropy www.philanthropy.com, Council on Foundations www.cof.org, and Foundation Center

Multilateral Organizations hire at the doctoral level. They require highly detailed applications. (See section above on United Nations hiring process, in the Government job search section).

- [Asian Development Bank](#)
- [Inter-American Development Bank](#)
- [International Monetary Fund](#)
- [UN-related organizations](#)
- [World Bank](#)
- UN National Competitive Recruitment Exam and other entrance exams (see above)
- UN System Employment Opportunities www.unsystem.org/jobs/job_opportunities.htm

Articles on PhD-level Search:

Mailman School PhD/DrPH job search Prezi <http://prezi.com/n4yldmrz9sk8/phd-drph-job-search/>
[The Interview Process for Tenure-Track Faculty](#)

Tips for the PhD job search <http://heatherkrasna.com/2013/01/23/tips-for-the-phd-job-search/>

How to craft a strong academic CV <http://www.wileyjobnetwork.com/article/how-to-craft-a-strong-academic-cv/>

Career Transition: from academia to industry and vice versa: <http://www.wileyjobnetwork.com/article/career-transition-from-academia-to-industry-and-vice-versa/>

Thriving in the PhD job market: <http://www.wileyjobnetwork.com/article/thriving-in-the-phd-job-market/>
[Charting a Course for a Successful Research Career](#)

[How to get a Research Job in Academia and Industry](#)

Sample CVs, cover letters, etc. from the Society for Research in Child Development: <http://srcd.org/careers>

For Executive MPH and Executive-Level Search

In addition to the resources listed above, executive-level candidates may also wish to consider working with an executive search firm.

It's important to note that an executive search firm (also called a "headhunter" or "third party recruiter") is **not** in the business of "placing" candidates into jobs. They are paid a fee by the employer organization to find the right candidate for senior-level jobs. Therefore, while it's worth working with these firms, you should not rely on them to place you into jobs. (See the section on Search Firms above; also contact Heather Krasna at hk2778@cumc.columbia.edu for referrals to specific firms.)

For a broad list of executive search firms, visit <http://www.rileyguide.com/firms.html>

For a list of staffing agencies, visit <http://www.rileyguide.com/staff.html>

Search firms in higher education/Academia <http://www.academic360.com/resources/listings.cfm?DiscID=125>

List of nonprofit and health executive search firms <http://wagner.nyu.edu/careers/resources/searchfirmlinks>

List of healthcare specific search firms <http://www.modernhealthcare.com/article/20130518/DATA/130519979>

[SIPA list of executive recruiters](#)

[SIPA List of minority & diversity headhunter firms](#)

Articles:

Mailman School Executive MPH Job Search Prezi: <http://prezi.com/73i36g9dbok7/job-search-boot-camp-executive-mph-2014/>

How to work with executive search firms <http://www.rileyguide.com/workwith.html>

[Company-related questions to pharmacy pros should ask](#)

[Position-related questions top pharmacy pros should ask](#)

Additional job search articles: [http://nonprofitprofessionals.com/library/for-jobseekers/How to get a seat on a nonprofit board](http://nonprofitprofessionals.com/library/for-jobseekers/How%20to%20get%20a%20seat%20on%20a%20nonprofit%20board/) <http://www.forbes.com/sites/nextavenue/2013/07/11/how-to-get-a-seat-on-a-nonprofit-board/>

Additional Articles On Job Search In Special Situations: Career Changers, Returning To Work, Phd, Freelance/Consulting, Relocation

[Freelance Vs. Full Time](#)

[Happy Mother's Day: Now, Back to Work!](#) --for parents returning to work

[Handling Disability in the Job Search](#)

Can Your Credit Score Hurt Your Job Search <http://heatherkrasna.com/2011/03/21/can-your-credit-score-hurt-your-job-search/>

Tip for Transition from Private to Nonprofit Sector <http://heatherkrasna.com/2011/03/02/tips-for-transition-from-private-to-nonprofit-sector/>

Temp to perm <http://heatherkrasna.com/2010/10/13/moving-from-temp-to-perm/>

Overcoming the stigma of unemployment <http://heatherkrasna.com/2010/09/01/overcoming-the-stigma-of-unemployment/>

Relocating for a job <http://heatherkrasna.com/2010/08/18/relocating-for-a-job/>

[Top 5 tips for long-distance job search](#) <http://www.wileyjobnetwork.com/article/top-5-tips-for-your-long-distance-job-search/>

[Both /and not either/or](#)--arranging a telecommute job and relocating

Avoiding a bad work situation <http://heatherkrasna.com/2009/01/08/avoiding-a-bad-work-situation/>

Tips for the PhD job search <http://heatherkrasna.com/2013/01/23/tips-for-the-phd-job-search/>

[The Interview Process for Tenure-Track Faculty](#)

[What to say if you are unemployed and are asked what you're doing](#)

Applying for Medical School

Article by Elizabeth Sung

Personal Statement

During that first, quick look at your file (transcripts, science and nonscience GPAs, MCAT scores, application, recommendations, and personal statement), the admissions committee is looking for whether or not you have the proven ability to succeed, clear intellectual ability, analytical and critical thinking skills. How can you market yourself to show that you have the potential to make not only a good medical student, but a good doctor? The committee wants to know who you are and why you are passionate about becoming a doctor. Your personal statement is an opportunity for you to tell your story. Some sample topics are:

- An experience that challenged or changed your perspective about medicine
- A relationship with a mentor or another inspiring individual
- A challenging personal experience

There will be additional essays (Secondary applications to individual schools). These essays require you to respond to a specific question.

- Stay focused and answer the question

Things to keep in mind when writing personal statement and secondary essays:

- Make clear points and remove extraneous words – Sometimes, simple is better
- Find your unique strengths/backgrounds – How can you stand out?
- Do not overly be self-congratulatory or self-deprecating
- Make sure to have multiple people review and critique

Letters of Recommendation

Letters of recommendation are an important part of the application. The application process is competitive so a letter that is well-written by someone who knows you well can make a significant impact on your candidacy.

Medical Schools want to enroll not only bright but empathetic and communicative people. In a way, letters of recommendations are proofs/evidences to support that you are indeed bright, compassionate and well-rounded.

The recommenders should know you well enough to write an endorsement for medical school. You can provide your recommenders information about your academic studies, employment history, extracurricular activities, volunteer work, and research so they can get a comprehensive picture of who you are. You can also have a one-on-one meeting with the recommenders to discuss your interest in the field of medicine and reasons for pursuing the degree so they can learn more about your passion and interest.

Typically, recommenders can include information on any pleasurable experience they had with you (class, research project), indicate how long and in what capacity they have known you. They need to recommend you specifically for medical school so how you compare in intellectual ability to other students they have encountered, be able to evaluate your potential in the field of medicine. How have

you demonstrated a commitment to medicine? Are you a compassionate individual who will make a good doctor some day? If you took a course with them, the nature of the course(s), difficulty of coursework/major, grades received, notable work assignments, etc are all topics that can be included. This will be a great way to reflect on your academic ability. Other topics that can be included are: Your interpersonal skills (Your ability to interact with people from diverse backgrounds), personal qualities (maturity, creativity, responsibility), extracurricular/volunteer activities (leadership, teamwork)...etc.

The recommenders should not speculate or assume. They should provide specific and concrete examples to demonstrate their point. They should avoid discussing your race, color, religion, age, disability, sexual orientation, citizenship status, marital status...etc.

Sample interview questions

1. Tell me about yourself
2. Why do you want to be a doctor?
3. Why choose medicine over some other career in health?
4. What experiences have you had in a medical or clinical setting?
5. What aspects of your life and experiences do you think make you a good candidate for medical school?
6. What will you do if you fail to gain admission to medical school this year?
7. In your opinion, what are the three most important problems in medicine?
8. What can be done about rising health costs?
9. How do you see the field of medicine changing in the next ten years? How do you see yourself fitting into those changes?
10. What are your strengths? What are your weaknesses?
11. What has been your biggest failure and how did you handle it?
12. What are the negative aspects of being a doctor?
13. How could you affect the health care system?
14. What do you think is the most important quality a physician should have?
15. Why should we choose you over other applicants?

CAREER SERVICES HONOR CODE

The terms that follow apply to your search for employment as conducted through Mailman School Career Services. By adhering to these terms, you will project a positive image of yourself, your class and the School. By using the Mailman CareerLink website and/or any other of the Mailman School's Career Services, you agree to adhere to these terms as detailed below. Students who violate this code, or otherwise behave, in writing, online or in person, in a manner that jeopardizes the Mailman School's reputation with employers, may lose CareerLink access until the situation is addressed.

Website

Mailman CareerLink is ONLY for Mailman School students and alumni, and *approved* reciprocity students. Students are prohibited from sharing their accounts with anyone. It is the responsibility of students to ensure that their profile information is accurate, up to date, and secure. The Mailman School does not guarantee any job or internship posted in CareerLink or the Weekly Announcements. It is the responsibility of students to check with their respective departments to ensure that an internship they applied for meets the academic requirements for their practicum experience.

Interviewing

Present your qualifications and interests accurately

Falsifying data, such as GPA, date of graduation, degrees obtained, institutions attended, prior work experience, and/or eligibility to work in the United States is unethical and is ground for immediate dismissal with most employing organizations.

Learn about the employers and their positions

Employers expect their candidates will make an effort to learn about their organizations. Conduct research on organizations prior to your interview; contact Career Services for help with the process and to schedule a practice interview.

Interview only when genuinely interested in the advertised position(s)

Do not interview for practice; this will cause the recruiter to feel his/her time is being wasted and takes away valuable time from fellow students or alumni who may have a sincere interest in the organization. When signing up to attend an employer-sponsored event/information session or Career Services event it is expected that you will be on time and remain until the conclusion of the event (if you need to get to class/work please notify Career Services staff before the session).

Participate in the interview

Employers take the interview process seriously and expect students to honor their agreement to arrive on time and participate in the interview. Not showing or canceling late (defined as canceling less than 24 hours before an interview, or 72 hours if the interview is scheduled on a Monday) reflects poorly on the candidate and the Mailman School. Students who no-show for an on-campus interview may be blocked from CareerLink until they send a formal letter of apology to the organization. In addition, we ask students to wear appropriate attire for interviews and keep their cell phones off during the meeting.

Accepting or Rejecting Offers

Notify organizations of your acceptance or rejection of offers as soon as your decision is made and no later than the deadline prescribed by the employer. Candidates should expect offers to be confirmed in writing, and likewise, should notify the company of accepted or rejected offers by telephone first, and follow up with a letter or email. Requests for extensions of decision deadlines should be made as early as possible.

Honor an accepted offer as a contractual agreement

Upon accepting a position, candidates should withdraw from interviewing and notify Career Services of their decision. Continuing to interview after accepting an offer or renegeing on an accepted offer is unethical.

Networking

The same principles apply to informational interviewing as job interviewing: come on time, research the person and organization in advance, keep your cell phone off, dress appropriately, be appreciative of the person's time, and send a thank you note. Students who no-show or neglect to thank alumni or other networking contacts they've met with can jeopardize networking opportunities for future students. Also, don't ask for a job directly during an informational interview; rather use it for research, referrals to new contacts, and relationship-building.

Career Services Appointments & Cancellation Policy

In order to be fair to other students and alumni who may have to wait in order to obtain appointments with Career Services, and to best respect staff time, we ask students to provide a minimum of 24-hour notice if they must cancel or reschedule an appointment with Career Services staff.

CURRENT STUDENTS AND RECENT GRADUATES: During the academic year, currently enrolled students and recent graduates (within one year of graduation) can make up to 2 appointments *per month*. During the summer, there is no restriction on appointments. Exceptions may be made in certain situations.

ALUMNI: Alumni who are more than 1 year past graduation are encouraged to make appointments with career services during the summer. During the school year (Sept.-May), alumni may make up to 2 appointments with OCS staff *per semester*. Alumni also have free, lifetime access to use CareerLink and attend workshops and career events.

NO-SHOW POLICY: Individuals who no-show on 3 appointments will be blocked from making another OCS appointment for one month.

ⁱ P. 3-8 Originally created for Evans School of Public Affairs, University of Washington

ⁱⁱⁱ Originally prepared for Evans School of Public Affairs; adapted from NYU Wagner School website

^{iv} First appeared at <http://heatherkrasna.com/2012/02/02/what-to-write-in-that-get-introduced-linkedin-email/>

^v © 2010 Heather Krasna, Jobs That Matter: Find a Stable, Fulfilling Career in Public Service

^{vi} Originally published at <http://www.wileyjobnetwork.com/article/beating-resume-robots/>

^{vii} Originally prepared for Evans School of Public Affairs, University of Washington

^{viii} Originally prepared for Evans School of Public Affairs, University of Washington/Baruch College

^{ix} Originally prepared for Evans School of Public Affairs, University of Washington

^x Originally published by Nonprofit Professionals Advisory Group

^{xi} Originally published at <http://heatherkrasna.com/2011/05/11/how-do-i-prepare-for-a-skype-interview/>

^{xii} Originally prepared for Evans School of Public Affairs, University of Washington

^{xiii} Originally prepared for Baruch College

^{xiv} Originally prepared for Evans School of Public Affairs, University of Washington

^{xv} From <http://pakfellows.net/threads/deciding-between-two-job-offers.598/>

^{xvi} Adapted From TSC Search: <http://www.tscsearch.com/tips/>