

career 
ESSENTIALS

expanding development opportunities for employees

 | **Residential and
Hospitality Services**

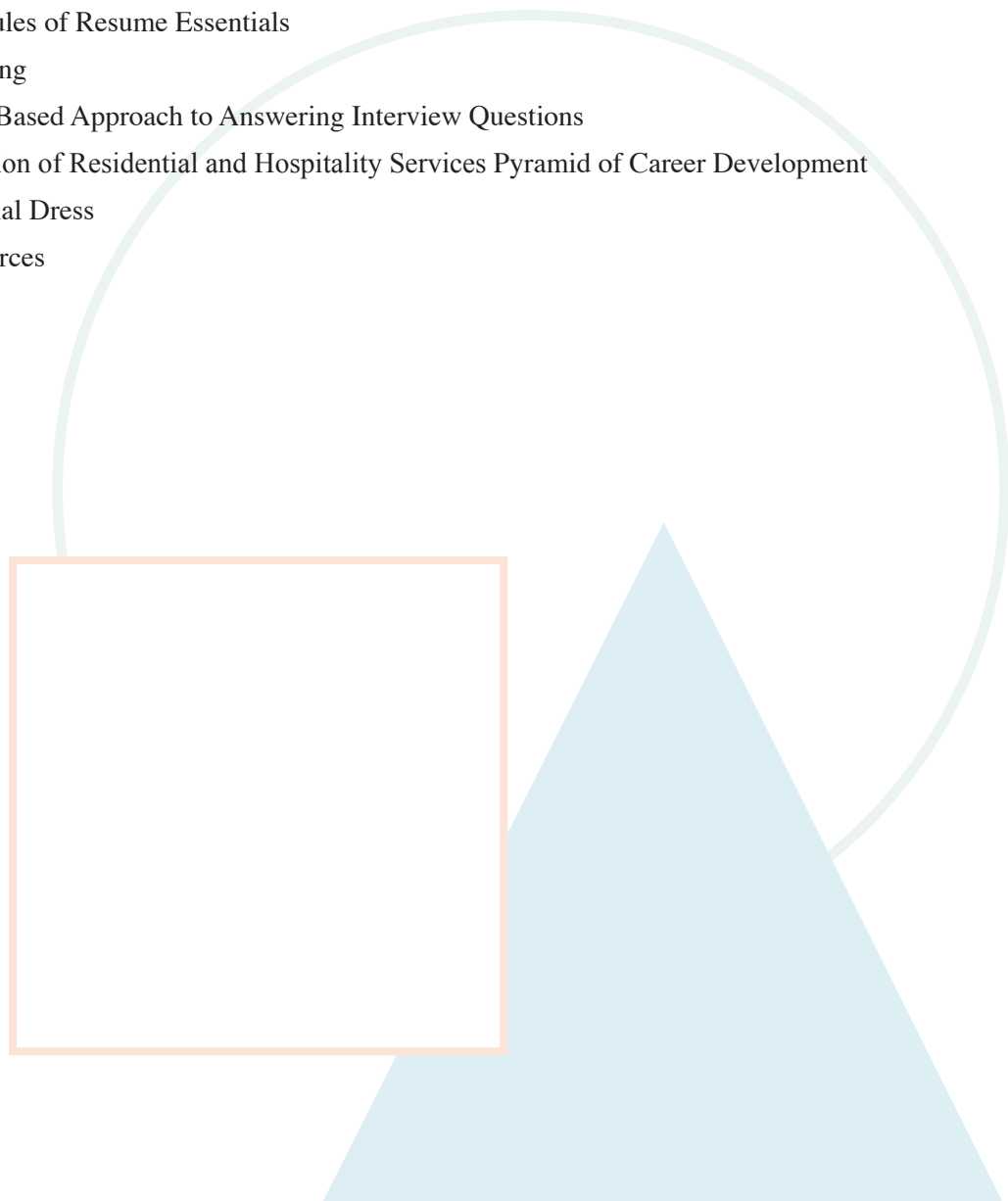
HUMAN RESOURCES

Introduction

The Division of Residential and Hospitality Services will be making new and exciting strategic changes that promise to reinvent the Spartan experience with a transformative, world-class residential experience. These organizational changes will create unique and challenging career opportunities for our staff. As these new opportunities become available, will you be ready to explore and bolster your career? In this **Career Essentials** packet, you will find the information you need to help navigate your search.

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Job Searching

Where do I begin?

To begin the application process, go to jobs.msu.edu, and select a user name and password that you will easily remember. You will need to use your user name and password to apply for other positions or check the status of your application each time you visit MAP — MSU Applicant Page. You can no longer submit a paper application for support staff positions at MSU. If you do not have access to a computer with Internet connection, you may visit MSU Human Resources, 1407 S. Harrison Avenue, Suite 110, East Lansing, Michigan, between 8 a.m. and 4:30 p.m. Monday through Friday.

What if I forgot my password?

After choosing “Login” from the navigation bar on the left, click on the “I forgot my password” link in the login dialog box. You will be prompted to provide your user name and to respond to the security question you set up in your password retrieval screen. After you respond correctly to that question, your password will be reset to your user name and you will be required to change it after logging in the first time.

What if I forgot my user name?

Please contact MSU Human Resources at 517-353-3720 or staffingservices@hr.msu.edu.

What information will I be asked to provide?

You will be asked to provide personal information such as your name, e-mail address, phone number, etc. You will also be asked to provide information about your education and previous employment. Please gather this information before beginning the application process.

How long will it take to complete an application?

If you are currently an MSU employee, the internal application is very brief and should take less than five minutes to complete. Internal applicants have the option of providing educational background and employment experience if you do not plan to submit a resume. Completing these sections could take between 10-15 minutes. Internal and external applicants only need to complete the application one time.

Do I have to fill out an application?

Everyone who applies for a support staff position at Michigan State University is required to create an application. Any required information is denoted with an asterisk (*). However, the more information you provide, the easier it will be to effectively evaluate your skills, abilities and qualifications.

What if I have already created an application?

If you have already created an application in MAP, and wish to update your information, log in using your user name and password and click on the “Manage Applications” option on the left side of the screen.

Can I fill out an application without applying for a specific posting? What will happen to my application?

Yes, you can fill out an application without applying for a specific position, but nothing will happen to your application. It will not be forwarded to a hiring department unless you apply for a specific posting. If you would like to be notified by e-mail when new openings are posted that may be of interest to you, you should complete the “Create E-mail Notification” section.

What if I require special accommodations in completing my application?

For assistance you may visit MSU Human Resources, 1407 S. Harrison Avenue, Suite 110, East Lansing, Michigan, between 8 a.m. and 4:30 p.m., Monday through Friday.

How can I check the status of my application?

Log in using your user name and password, click on “Application Status.” If you have applied for vacancies, they will be listed.

How will my job application be evaluated?

When you apply for a position, your application and credentials will be evaluated. If union bargaining agreements allow and you meet the minimum requirements for the position, your credentials will be forwarded to the hiring department. If applicable, your qualifications, along with those of other applicants will be compared against the skills/qualifications needed for the position.

What is the deadline for applying to a position?

The internal close date and external close date indicate the deadline for applying for a position. When you search postings, this information will be displayed for each position.

How do I know you received my information?

You will receive a confirmation message on the screen immediately after you apply for a specific position. Also, you may check your application status at any time simply by logging into MAP.

How long will the postings be listed on the Web?

It depends on the posting. The minimum amount of time is one week.

Can I apply directly to the hiring department?

No, MSU Human Resources must receive all applications for regular support staff positions through MAP.

How are job interviews arranged?

The hiring department will contact you if you have been selected for an interview.

When can I make changes to my application?

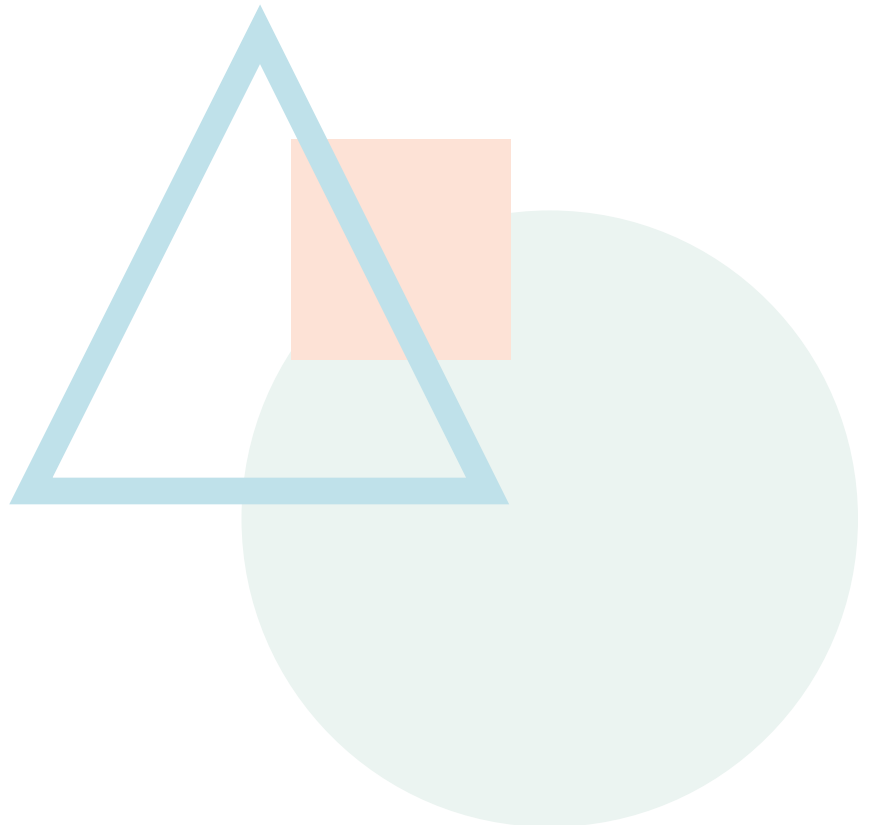
You can make changes to your application as often as necessary. Your updated application will be used for all positions you apply for after the change is made.

I submitted my application but forgot to include some necessary information.
Can I correct this?

If you have already submitted your application (and any attachments such as a resume) and you need to make some changes that are applicable for a specific position that you have applied for, you will need to contact MSU Human Resources to make changes at 517-353-3720 or staffingservices@hr.msu.edu.

How do I withdraw my application?

To remove your application from consideration for a position, click on the “Withdraw Application” link in the status field for that position. If you withdraw your application, you will NOT be able to apply for the same position again. If your credentials have already been forwarded to the hiring department, you will need to contact MSU Human Resources to withdraw your application.





Job Preparedness

Getting Started

Communication and **Networking** are vital in helping you navigate your career here in the Division of Residential and Hospitality Services. Your desired state is up to you. Be prepared to take the initiative to explore your opportunities. Your supervisor and the Human Resources office are also here to assist you with career planning. Good networkers are:

- » Inquisitive and have a genuine interest in finding out about other people
- » Good communicators who have the ability to listen well
- » Creative in their ability to see opportunities
- » Willing to keep in touch with people in their networks
- » Generous, courteous, honest and good-natured

Getting to know people throughout the Division is also important. When you are at meetings, introduce yourself and ask questions. This will help you understand the scope of the Division and the different opportunities that are out there. Do you want to learn a new area? Find someone who is in that area and ask them to assist you in learning this area. Work with your supervisor or the Human Resources office to find people who are willing to advise you in your career.

Individual Development Planning is a tool designed to help you achieve development goals. Setting goals for yourself is important when you think of developing one of these plans. Utilizing the “SMART” approach when setting goals is imperative.

SMART

Specific
Measurable
Achievable
Reasonable
Time-based

Things to keep in mind:

- » Identify goals and decide what you want to accomplish
- » Be open-minded
- » Be prepared by doing research about the department or area you are interested in — you can gather a great deal of information from visiting that area, talking to staff and meeting the managers
- » Choose people based on information, not status or position
- » Don't be afraid to ask
- » Give without expectation
- » Thank everyone who provided information
- » Be committed and stay determined

Golden Rules of Resume Essentials

Cover Letter

- » A resume is incomplete without a cover letter.
- » The very first paragraph should indicate the title of the posted position and where you saw it announced. Also, if your submission is a result of a personal reference from someone who advised you to use his or her name, make sure you mention that in the first sentence.
- » The second paragraph should state why you are the best candidate by explaining your qualifications paralleled to the job's requirements.
- » The third paragraph should provide any additional information that may be related and of significance.
- » Lastly, thank them for their time and consideration in reviewing your cover letter and resume.

Resume

- » If submitted via U.S. Mail, ensure your envelope is the same color as the cover letter and resume.
- » Resumes should be constructed in Microsoft Word. Microsoft Word is the easiest to convert to other formats.
- » Unless you're applying for a high-level executive position, resumes should be one page.
- » When faxing a resume, it's always a good idea to follow up with a hard copy via e-mail, U.S. Mail or delivered in person. Often, faxes are not legible.
- » Wait until three to five business days prior to the deadline before submitting your resume. Often resumes, once received, are placed on top of the previously submitted ones. If yours arrives later than others (but prior to the submission deadline), it goes right on top of the pile. Submitting your resume immediately, like others, ensures it's in the pile somewhere, but often at the bottom.

Thank-You Letters

- » Always send a thank-you letter after an interview or other personal interactions.
- » Thank-you letters in response to telephone conversations and informational interviews should be short. Restate the major points of the conversation and express your appreciation for assistance.
- » You should send the letter within 48 hours following the interview.
- » Ask for a business card from the person who is interviewing you. If one isn't available, be sure to get all the necessary mailing information.
- » Always address a thank-you letter to a specific individual. Be sure the name is spelled correctly.
- » Make sure your thank-you letter is business-like in appearance. It should be printed on the same paper stock as your resume. Always have someone proofread your letter before sending it.

If you would like to receive the full **Resume Essentials** book you can contact Laura King at 517-884-0414 or by e-mail whitlo11@msu.edu.

Resume Essentials classes are being offered at Information Services from 9 a.m. to 4 p.m. on the following dates:

January 29 March 25
February 11 April 27
February 17 May 6
March 18 May 20

To sign up please call Linda Oesterle at 517-353-7260.

There are several online resources that may assist you with cover letters, resumes and thank you letters. Please see below for a few resources:

www.pongoresume.com
<http://docs.google.com/templates?q=resume>
<http://office.microsoft.com/en-us/templates/default.aspx>

Example of Resume Formats:

Jan Johnson
1234 Birch St.
East Lansing, Michigan 48825
Cell Phone: (517) 555-5555
Home Phone: (517) 181-1818
E-mail: findajob@hfs.com

Objective: To obtain a position of food and beverage manager which utilize my plentiful experience in the field of food service.

Work Experience:

2006 – Present **Food Supervisor Trainee**
Michigan State University
East Lansing, Michigan

- Supervises student employees in order to assist in preparing, serving and cleaning up after meals.
- Supervises regular employees when other Food Supervisors are not available in order to aid in the preparation of food.
- Orders food products and supplies in order to aid in the preparation, serving and cleaning up after meals.
- Trains support staff and student employees in sanitation and safety in order to meet standards.
- Schedules, hires and disciplines student employees for regular and special operations.
- Meets with student and regular employees in order to provide information through demonstration and verbal communication.
- Supervises and organizes routine food preparation and catering events.

2003 – 2006 **Food Service Cashier**
Michigan State University
East Lansing, Michigan

- Operate a cash register, count cash drawer, and make daily deposit.
- Check and replenish food supplies as necessary for effective operation of serving line.
- Maintain proper food handling and storage techniques to ensure efficiency of operation and to eliminate waste and spoilage.
- Prepare frozen and canned products such as soups, Hot dogs, grilled items and other ready-to-heat products.
- Prepare and maintain salad bar items.

Education:
1998-2002 **Michigan State University**
East Lansing, Michigan
Bachelor of Marketing, GPA: 3.5

Chronological Resume

Jan Johnson
1234 Birch St.
East Lansing, Michigan 48825
Cell Phone: (517) 555-5555
Home Phone: (517) 181-1818
E-mail: findajob@hfs.com

Objective: To obtain a position of food and beverage manager which utilize my plentiful experience in the field of food service.

Work Experience:

Supervision:

Food Supervisor Trainee

- Supervises student employees in order to assist in preparing, serving and cleaning up after meals.
- Supervises regular employees when other Food Supervisors are not available in order to aid in the preparation of food.
- Trains support staff and student employees in sanitation and safety in order to meet standards.
- Schedules, hires and disciplines student employees for regular and special operations.
- Meets with student and regular employees in order to provide information through demonstration and verbal communication.
- Supervises and organizes routine food preparation and catering events.

Food Service:

Food Service Cashier

- Operate a cash register, count cash drawer, and make daily deposit.
- Check and replenish food supplies as necessary for effective operation of serving line.
- Maintain proper food handling and storage techniques to ensure efficiency of operation and to eliminate waste and spoilage.
- Prepare frozen and canned products such as soups, hot dogs, grilled items and other ready-to-heat products.
- Prepare and maintain salad bar items.

Education:

Michigan State University
East Lansing, Michigan
Bachelor of Marketing, GPA: 3.5

Other Skills/Activities/Interests:

- Participated in cooking class periodically.
- Familiar with Microsoft Word and Excel.
- Volunteer for a local hospital.

Functional Resume

Interviewing

Now that you have applied, what do you do when you get called for an interview?

Whether you have been through one interview or 100, it is important to brush up on your interview skills and knowledge. Remember, you have the skills the department needs, and they have the work that you want. This is your chance to demonstrate that you have the technical, transferable, and personal skills the potential supervisor desires. It is also your opportunity to find out if you are interested in what the area has to offer. Be prepared to answer questions about your background and past experiences, as well as asking questions about the job and department.

What can I do to prepare for my interview?

Start by getting as much information as possible about what to expect for your upcoming interview. When you receive the call to set up a job interview, ask the following questions:

- » What type of interview will it be?
- » Will it be a screening interview to determine whether you will be interviewed more seriously later OR will it be a selection interview?
- » Would you like me to bring anything to the interview (e.g., portfolio or sample of work)?
- » Who will be on the interviewing panel? This helps to know how many portfolios to prepare. Ask for the name(s) and position title(s) of the interviewers.

Most businesses have useful information posted on their Web site. Take some time to browse through their Web site, and make note of any questions you may have about the organization. Also, familiarize yourself with the target job by pulling the job posting and performing a job classification search for that position.

Visit www.allbusiness.com/human-resources/careers-job-interview/11124-1.html for some important information to help prepare for interviews. Here are some of the highlights:

Questions to think about carefully beforehand:

- » Do you have a clear understanding of the position you are applying for?
- » What five qualities make you a good candidate?
- » What are your strengths and weaknesses? How do you compensate for your weaknesses?
- » Why do you want to work for the company?
- » Why should they hire you?
- » What education or training qualifies you for the job?
- » Can you discuss each item on your resume or job application in detail?

Things to do shortly before the interview:

- » Conduct a mock interview with a trusted friend or colleague for practice.
- » Prepare a list of names and telephone numbers of at least three individuals who have agreed to be your personal references.
- » Prepare a list of questions to ask the interviewer.
- » Prepare a “closing” for the interview that expresses your desire for the job and inquires about the next step in the interview process.

What to bring to the interview:

Your preparation for an interview communicates how organized and professional you are to employers. Here are some items we recommend that you bring to an interview:

An interviewing portfolio for each person interviewing you with the following in it:

- » Copy of your cover letter
- » Copy of your resume
- » References from former supervisors, colleagues, or clients (either a list of names and phone numbers or actual letters of reference)
- » Professional report as to why they should hire you
- » Examples of your work
- » Memos or letters confirming past achievements
- » Folder or small briefcase — helps portray an image of being organized and professional, and is useful in carrying information you receive during the interview
- » Appointment book — for scheduling any follow up interview appointments if requested
- » Notepad and pen — for taking notes as needed about the position or to write down questions that you may have

The day of the interview:

First impressions before the interview are just as important as the interview itself.

On the day of the interview:

- » Arrive at least 15 minutes early; visit the restroom and check your appearance in the mirror.
- » Check in with the receptionist and let him or her know you have arrived and have an appointment (remember to be very polite; employers will often ask the receptionist for their first impressions of the interviewees).
- » Be friendly and cordial with the interviewers; make an effort to listen more than you talk unless questioned directly.

Follow-Up

Even though you have completed the interview, your work is still not done. To impress upon the hiring committee of your desire for the position do the following:

- » After the interview, send a professional, typed thank-you note to the interviewer(s), restating your interest and commitment to the position and expressing gratitude for his or her time and consideration — it is also your chance to make one last impression of yourself on them; tell them one more interesting achievement you have had to getting them wanting to know more.
- » About a week after the first interview, call the employer to check on the progress of the job search.

What types of interview questions might I expect:

In the interview, the goal of the interviewer(s) is to find out how your skills and qualifications match their needs. Most interview questions can be grouped into five categories:

- » Questions about you and your skills
- » Questions about your interest in the job and the department
- » Questions about your previous employment
- » Questions about your ability to fulfill specific requirements

Understanding and being ready to answer these types of questions goes along way to being prepared for the interview.

Behavior-Based Approach to Answering Interview Questions

This approach to interviewing focuses on how a candidate has applied his or her skills in past work examples. Behavior-based interviewing is built on the premise that past behavior predicts future behavior. To be successful using a behavior-based approach, you must have analyzed your past work experiences and know how to relate them to the current position the company is seeking to fill. Use the S.T.A.R. approach to answer questions.

The S.T.A.R. approach answer states a **Situation** or **Task** that you were given, describes the **Action** you took, and explains the **Results** of that action. Here is a sample S.T.A.R. answer to the question:

“Describe a significant work problem or challenge you have encountered. How did you deal with it?”

Situation/**T**ask

Student Housing numbers were coming in low for next year and current students were not renewing contracts.

Action

I designed a new promotional packet to go out to parents on the rates of off campus housing compared to on campus housing. It also outlined the hidden benefits to living on campus. I also set up a special training session for the housing staff to be able to communicate this information to parents when they called on the phone or come in person.

Result

We signed 125 more contracts after the promotional packet went out. It was a great start to increasing the housing counts for the following year.

The best advice is to BE PREPARED! We recommend putting together examples of situations that you have encountered at work. Identify which competencies you need for a specific position and then put together specific examples of how you did that. This will help you answer those challenging questions when they are asked because you will have past examples. The Pyramid of Career Development that is in this packet will help identify competencies for the target position.

Here are some examples of behavior-based questions:

Problem Solving / Judgment

When was the last time you solved a difficult problem that would have significant impact? What was the situation? How did you go about analyzing the problem? What additional information did you gather? What alternative solutions did you consider? Tell me how you implemented your solution. What was the outcome?

Makes Effective Decisions

What was the most difficult decision you have made in the last six months? What was the situation? What made it difficult? What factors or variables did you consider? What did you decide? What was the result?

Takes Responsibility

Describe your best example of taking the initiative to do something that needed to be done, even though it wasn't really your responsibility. What was the situation? What circumstances required you to act? What actions did you take? What impact did your initiative have on the situation?

Achieves Results

Describe a situation in which you believe you were effective in achieving an aggressive goal. What caused you to work hard to meet this objective? What methods or skills did you use to meet your goal? What were the results? What feedback did you receive?

Planning / Organization

Tell me about the most significant project you have worked on in which it was crucial to keep track of details while still maintaining the "big picture." What was the project? What skills did you utilize in maintaining it? How did you make sure the work got done? How did you keep focused on the overall goal of the project while still managing all of the specific parts? How did the project turn out? What feedback did you receive on your management task?

Communicates Effectively

Describe a time when you had great difficulty communicating your thoughts clearly to another person or group. What was the situation? What message were you trying to convey? Where did the difficulty in communicating effectively lie? What did you do to get your point across more clearly? What was the outcome?

Interpersonal Skills

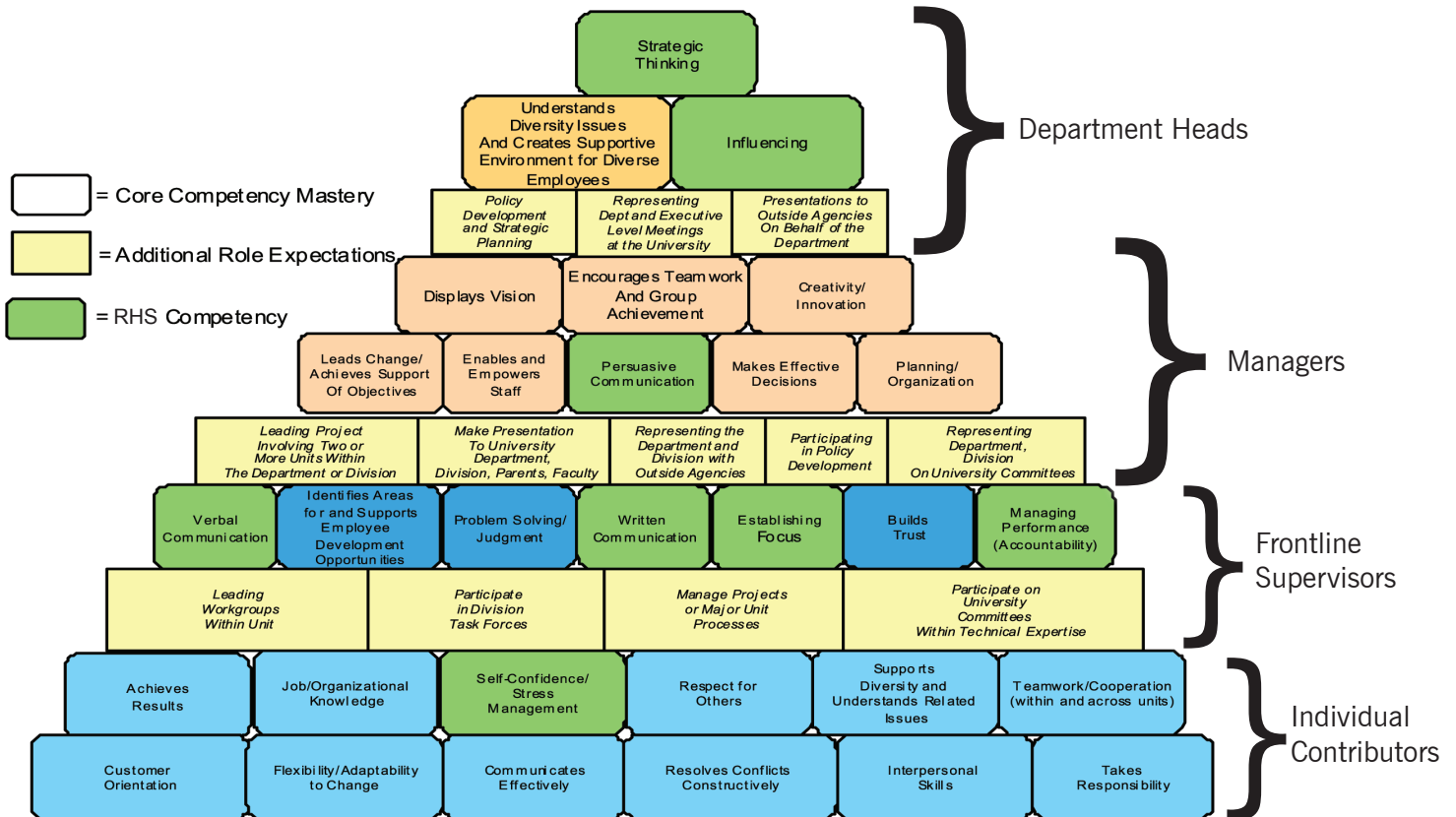
Tell me about a time when you voiced a concern or disagreement to a co-worker, supervisor or professor. Where did the disagreement originate? What did you say to the other person? What was his/her reaction? What was the outcome of the disagreement?

Leadership / Initiative

Tell me about a situation in which you had to coordinate several people's efforts to achieve a goal. What prompted you to take the lead? How did you go about coordinating and leading the group? How did they respond? What tools did you use to measure the progress of the group? What was the outcome?

The Division of Residential and Hospitality Services Pyramid of Career Development

The Pyramid of Career Development exists to demonstrate the necessary skills that are required at every work level. Just as a pyramid must have a strong foundation, each individual must master and be able to demonstrate each competency prior to moving up to the next level. The purpose of outlining the required competencies in this fashion is so that each individual may see their professional growth and track their progress as they move up the pyramid of career development.



Individual Contributor	Competency	Description/Indicator Statements
	Customer Orientation	<ul style="list-style-type: none"> <input type="checkbox"/> Insists on and/or provides high quality service for internal and external customers; <input type="checkbox"/> Demonstrates customer focus by seeking out, understanding, and responding to the needs of both internal and external customers; <input type="checkbox"/> Responds to customers' needs, questions and concerns in an accurate, effective, and timely manner; <input type="checkbox"/> Develops effective partnerships with customers; <input type="checkbox"/> Effectively and professionally works with upset customers, solving their problems; <input type="checkbox"/> Continually seeks efficient ways of providing services by minimizing procedural requirements.
	Flexibility / Adaptability to Change	<ul style="list-style-type: none"> <input type="checkbox"/> Displays flexibility and openness in daily work and encourages others to stay open to change, improvements, etc.; <input type="checkbox"/> Adapts own attitudes and behavior to work effectively with different people and situations; <input type="checkbox"/> Accepts and readily adapts to changing priorities, better ideas, strategies, procedures, and methods; <input type="checkbox"/> Maintains work effectiveness in new situations.
	Communicates Effectively	<ul style="list-style-type: none"> <input type="checkbox"/> Communicates in an open, candid and consistent manner; <input type="checkbox"/> Explains concepts and procedures clearly and completely while maintaining attention and interest; <input type="checkbox"/> Displays sensitivity to ethnic and gender issues in verbal and written communications; <input type="checkbox"/> Shows tact and diplomacy in dealing with others; <input type="checkbox"/> Keeps individuals well-informed of key organizational issues and needs; <input type="checkbox"/> Keeps individuals informed about issues that may affect them; <input type="checkbox"/> Keeps others informed on the status of assigned work; <input type="checkbox"/> Delivers information effectively in a variety of settings including one-on-one, team setting, and presentations; <input type="checkbox"/> Delivers information effectively in a variety of formats including letters, memos, analytical reports, and decision documents.
	Resolves Conflicts Constructively	<ul style="list-style-type: none"> <input type="checkbox"/> Acknowledges personal responsibility in conflict situations; <input type="checkbox"/> Directly communicates with persons involved in disagreements; <input type="checkbox"/> Effectively manages conflict between organizational units with the appropriate individuals initially involved; <input type="checkbox"/> Identifies and constructively addresses disagreements which undermine performance; <input type="checkbox"/> Encourages people to bring difficult issues into the open; <input type="checkbox"/> Uses the strength of the facts, rather than the loudness of argument; <input type="checkbox"/> Resolves differences between people using persuasion, diplomacy and logic; <input type="checkbox"/> Keeps conflict resolution professional and not personal; <input type="checkbox"/> Manages conflict with others in ways that preserve good relations; <input type="checkbox"/> Offers open exploration of differing ideas and solutions within the team.
	Interpersonal Skills	<ul style="list-style-type: none"> <input type="checkbox"/> Attentive to and understands the views of others; <input type="checkbox"/> Demonstrates an awareness of own style and how it affects others, making adjustments as necessary; <input type="checkbox"/> Resolves interpersonal problems in the workplace; <input type="checkbox"/> Responds positively to constructive suggestions; <input type="checkbox"/> Displays objectivity in assessing situations; <input type="checkbox"/> Develops and maintains positive work relationships with others.

* Indicates a competency specific to Residential and Hospitality Services

Individual Contributor	Competency	Description/Indicator Statements
	Takes Responsibility	<ul style="list-style-type: none"> <input type="checkbox"/> Follows-through on commitments; <input type="checkbox"/> Only makes promises that can be kept; <input type="checkbox"/> Acts like a business owner, taking care of the needs of the unit; <input type="checkbox"/> Takes responsibility for actions, results, and mistakes; <input type="checkbox"/> Is willing to accept additional responsibility or authority.
	Achieves Results	<ul style="list-style-type: none"> <input type="checkbox"/> Gets the job done by doing whatever it takes, within an appropriate time frame; <input type="checkbox"/> Handles and delivers multiple projects simultaneously; <input type="checkbox"/> Implements plans and makes mid-course changes when necessary to achieve goals; <input type="checkbox"/> Sets daily, weekly, monthly, quarterly and annual project goals, creating specific plans to meet them; <input type="checkbox"/> Shows persistence in overcoming obstacles; <input type="checkbox"/> Ensures follow-through to desired results.
	Job / Organizational Knowledge	<ul style="list-style-type: none"> <input type="checkbox"/> Understands how to get things done in the organization; <input type="checkbox"/> Possesses knowledge and skills necessary to perform job; <input type="checkbox"/> Defines resources and actions to achieve objectives within constraints; <input type="checkbox"/> Builds effective networks and alliances inside and outside the University, which benefit the unit/University.
	Self-Confidence/Stress Management (RHS Competency)*	<ul style="list-style-type: none"> <input type="checkbox"/> Uses any technique developed to help someone cope with the physical and emotional effects of everyday life pressure while maintaining positive self-image.
	Respect for Others	<ul style="list-style-type: none"> <input type="checkbox"/> Treats all people with dignity; <input type="checkbox"/> Demonstrates compassion, consideration and caring; <input type="checkbox"/> Believes/assumes the best in others; <input type="checkbox"/> Demonstrates care for health and safety of others; <input type="checkbox"/> Values contributions of others; <input type="checkbox"/> Works to build others' value with positive impact to all; <input type="checkbox"/> Speaks up on behalf of others when differences are not respected.
	Supports Diversity and Understands Related Issues	<ul style="list-style-type: none"> <input type="checkbox"/> Establishes and maintains effective working relationships with people from diverse backgrounds; <input type="checkbox"/> Realizes differences in people as opportunities to learn; <input type="checkbox"/> Contributes to an environment where differences are valued and encouraged.
	Teamwork / Cooperation (within and across units)	<ul style="list-style-type: none"> <input type="checkbox"/> Openly shares information, knowledge and expertise with the team and co-workers; <input type="checkbox"/> Cooperates with other members to achieve the workgroup's goals; <input type="checkbox"/> Appropriately gives and is open to feedback from team/coworkers; <input type="checkbox"/> Puts accomplishing the interests of the University/unit ahead of accomplishing individual goals; <input type="checkbox"/> Actively works to remove barriers to team effectiveness; <input type="checkbox"/> Utilizes team members' skills to accomplish goals.

* Indicates a competency specific to Residential and Hospitality Services

Frontline Supervisor	Competency	Description/Indicator Statements
	Identifies Areas for and Supports Employee Development Opportunities	<ul style="list-style-type: none"> <input type="checkbox"/> Provides information, tools, resources, and opportunities to help others improve their abilities; <input type="checkbox"/> Helps employees identify areas for development; <input type="checkbox"/> Supports appropriate employee development opportunities; <input type="checkbox"/> Gives people challenging assignments to develop their capabilities; <input type="checkbox"/> Promotes systems and processes that encourage and reward the development of people at all levels of the organization.
	Problem Solving / Judgment	<ul style="list-style-type: none"> <input type="checkbox"/> Analyzes and solves problems by dealing with facts and not by blaming others; <input type="checkbox"/> Strikes a balance between being participative, i.e., involving team members in decisions and being directive, depending on the needs of the team and the situation; <input type="checkbox"/> Seeks involvement from diverse perspectives and areas of the department and /or University to solve problems; <input type="checkbox"/> Understands the organization and the affect decisions have on other parts of the organization; <input type="checkbox"/> Proactively anticipates and addresses concerns of employees, peers, upper management, and customers; <input type="checkbox"/> Formulates alternative/creative solutions to problems; <input type="checkbox"/> Resolves sensitive issues without making the situation worse; <input type="checkbox"/> Provides advice and/or information to individuals and teams in a timely manner; <input type="checkbox"/> Makes timely decisions with quality outcomes.
	Written Communication (RHS Competency)*	<ul style="list-style-type: none"> <input type="checkbox"/> Possesses the skills needed to effectively communicate through use of letters, memos, etc.; <input type="checkbox"/> Knows when to use each.
	Establishing Focus (RHS Competency)*	<ul style="list-style-type: none"> <input type="checkbox"/> Able to direct a group's attention to a common goal and assist in the process of achieving that goal in the best way possible.
	Builds Trust	<ul style="list-style-type: none"> <input type="checkbox"/> Actions support his/her words; <input type="checkbox"/> Maintains a reputation for honesty, candor, confidentiality, fairness and reliability; <input type="checkbox"/> Protects the interests of people who aren't present; <input type="checkbox"/> Judges substance, not image; <input type="checkbox"/> Offers status reports and keeps others appropriately informed; <input type="checkbox"/> Follows-up on commitments made in a timely, accurate and complete basis; <input type="checkbox"/> Makes position clear on difficult issues.
	Managing Performance (Accountability) (RHS Competency)*	<ul style="list-style-type: none"> <input type="checkbox"/> Takes responsibility for actions, results and mistakes; fulfills commitments; <input type="checkbox"/> Holds reports accountable.

* Indicates a competency specific to Residential and Hospitality Services

Manager	Competency	Description/Indicator Statements
	Leads Change / Achieves Support of Objectives	<ul style="list-style-type: none"> <input type="checkbox"/> Helps employees quickly and effectively understand and adjust to new roles, challenges and changes in the University environment and in their jobs; <input type="checkbox"/> Stays up-to-date on key trends, and opportunities; <input type="checkbox"/> Initiates change instead of reacting to external pressures for change; <input type="checkbox"/> Makes sure technical/functional decisions are based on department priorities; <input type="checkbox"/> Uses available resources (people, funds, time, material, support) and coordinates/manages these components, including those outside the organization.
	Enables and Empowers Staff	<ul style="list-style-type: none"> <input type="checkbox"/> Provides information and resources so staff can function independently; <input type="checkbox"/> Enables staff to take appropriate risks; <input type="checkbox"/> Encourages and promotes decision making and accountability at all levels; <input type="checkbox"/> Organizes and structures work for others in a manner that encourages ownership and accountability.
	Persuasive Communication (RHS Competency)*	<ul style="list-style-type: none"> <input type="checkbox"/> Puts forth a conscious effort to influence the belief, attitudes, and ultimately, the behaviors of another person through effective communication techniques.
	Makes Effective Decisions	<ul style="list-style-type: none"> <input type="checkbox"/> Gathers information on an issue, impartially considering all sides and makes logical decisions that are clear; <input type="checkbox"/> Evaluates positive and negative alternatives within time and resource constraints; <input type="checkbox"/> Uses agreed upon criteria for decision-making rather than hidden agendas; <input type="checkbox"/> Delegates decision-making responsibility when appropriate; <input type="checkbox"/> Considers the total organization when making decisions; <input type="checkbox"/> Keeps the department's long-term goals in mind when addressing short-term issues and problems.
	Planning / Organization	<ul style="list-style-type: none"> <input type="checkbox"/> Establishes priorities that address the details and timelines needed to achieve the intended results; <input type="checkbox"/> Focuses on end result; <input type="checkbox"/> Is flexible and utilizes resources; <input type="checkbox"/> Updates staff regularly and communicates plans to those involved; <input type="checkbox"/> Ensures projects are being completed according to plan and reevaluates if necessary.
	Displays Vision	<ul style="list-style-type: none"> <input type="checkbox"/> Thinks and considers possible future change; <input type="checkbox"/> Helps provide a clear customer-focused sense of direction for the team and co-workers to support the department's vision; <input type="checkbox"/> Develops and/or explains strategic action plans for practical use; <input type="checkbox"/> Inspires and energizes others to commit to vision; <input type="checkbox"/> Develops and refines vision to reflect constant and accelerating change impacting MSU.
	Creativity / Innovation	<ul style="list-style-type: none"> <input type="checkbox"/> Injects originality into daily work through research, personal knowledge and networking relationships; <input type="checkbox"/> Thinks "outside the box"; <input type="checkbox"/> Brainstorms and encourages new ideas and solutions; <input type="checkbox"/> Takes appropriate risks.

* Indicates a competency specific to Residential and Hospitality Services

	Competency	Description/Indicator Statements
Department Heads	Encourages Teamwork and Group Achievement	<ul style="list-style-type: none"> <input type="checkbox"/> Creates a high performance work environment where others pull together to complete tasks; <input type="checkbox"/> Encourages team members to discover the best ways to perform their jobs effectively; <input type="checkbox"/> Actively promotes functional as well as cross-functional teams; <input type="checkbox"/> Empowers teams to achieve goals by providing resources, training, responsibility and authority; <input type="checkbox"/> Holds teams accountable for performance; <input type="checkbox"/> Shares successes with team members; <input type="checkbox"/> Monitors and evaluates team success and difficulty, and provides productive feedback.
	Understands Diversity Issues and Creates Supportive Environment for Diverse Employees	<ul style="list-style-type: none"> <input type="checkbox"/> Actively supports the development of others regardless of differences; <input type="checkbox"/> Respects the talent and unique contributions of every individual, culture and ethnic group to increase effectiveness of the unit; <input type="checkbox"/> Influences the culture in ways that value and support diversity.
	Influencing (RHS Competency)*	<ul style="list-style-type: none"> <input type="checkbox"/> Successfully navigates political environment/situations to achieve needed results; generates support within unit and from those who are not direct reports.
	Strategic Thinking (RHS Competency)*	<ul style="list-style-type: none"> <input type="checkbox"/> Identifies the implications of social, economic, political, and global trends; <input type="checkbox"/> Shows an understanding of market conditions and customer needs; <input type="checkbox"/> Takes a long-term perspective on problems and opportunities; <input type="checkbox"/> Proposes innovative strategies that leverage the organization's competitive advantage. <input type="checkbox"/> Sees the "Big picture" and acts on it.

* Indicates a competency specific to Residential and Hospitality Services

Professional Dress for Men



Overdressed vs. Underdressed

You can gain points by being overdressed for an interview but you will lose points for being underdressed. Once in the job, you can dress according to how the “corporate culture” dictates.

Suit

A two-piece, matching suit is an excellent choice for business/professional interviews because it makes it easy for the interviewers to visualize you in a professional position. Wear at least a sports coat or jacket if you do not own or have a suit.

Suit Colors

Navy or dark gray are safe and are the most conservative for men. Black for men was once considered severe or overly formal, and may still be considered so in very conservative industries, although it is commonly worn by many. Choose a solid or a form subtle weave pattern or plaid (the kind that look solid from across the room). Wool, wool blends, or very high quality blends with natural fiber, are the only acceptable fabrics for a conservative men’s suit.

Tie or no tie?

Unless the job interview is for a very creative field or computing/IT, it is always recommended to wear a tie. Select a good quality silk tie and avoid character or logo ties in the interview. Notice what men in your industry wear on the job, at career fairs, at information sessions, when they meet with clients. The tie should end at or near your belt line.

Shirts

Long-sleeved shirts, even in summer! Choose white or light blue solid or conservative stripes.

Socks, Belt and Shoes

Socks should be a finer gauge, not athletic and definitely not white. Your socks should tie in with the color or tone with either your pants or your shoes, and should be mid-calf length so no skin is visible when you sit down.

Facial hair

If worn, should be well-groomed. Remember to observe men in your industry if you are unsure what is appropriate or are considering changing your look.

Jewelry

Less is more, but you can wear a conservative watch. If you choose to wear other jewelry, be conservative. Removing earrings is the safest bet.

Tattoos

You may be limiting your chances of success with a more conservative organization if you show up for the interview with any facial piercing and visible tattoos.

Details

Everything should be clean and well-pressed. Suits typically have tacking stitches to hold vents (on the jacket back and on the sleeves) in place before the garment is purchased; cut them off. And that tag stitched on the outside of your sleeve is not meant to stay there like a Tommy Hilfiger label; cut it off.

Professional Dress for Women



Club vs. Work Environment

If you would wear it to a club, you probably should not wear it in a business environment. Also be aware of underwear selections as showing undergarments is not acceptable.

Suit

Wear a two-piece, matched suit. Pant suits can be an excellent choice for site visits, particularly if the visit involves getting in and out of vehicles and/or the site is a manufacturing/industry facility. A skirt suit may set you apart because it is not as commonly worn; you will have a better chance of being noticed and remembered.

Skirts

Skirts should cover thighs when seated. A skirt that ends at the knee when you are standing looks chic and professional. Longer skirts are professional too; just make sure they are narrow enough not to be billowing, but not so narrow that you can not climb stairs comfortably. High slits in skirts are not appropriate.

Colors and Fabric

Navy, dark gray, brown and black are safe. Other color trends may come and go; avoid the extremes. Women generally have more options with suit color than men; remember conservative is key. Choose a solid or very subtle weave pattern or plaid. Wool, wool blends, and high-quality synthetics are appropriate for women's suiting.

Shirt and sweaters

Underneath the suit jacket, wear a tailored blouse in a color or small print that coordinates nicely with your suit. Do not show cleavage.

Jewelry and Accessories

Wear a conservative watch. Jewelry and scarf styles come and go. Keep your choices simple and avoid extremes of style and color.

Cosmetics

Keep natural-looking make-up conservative, because a little is usually better than none for a polished look. Nails should be clean and well-groomed. Avoid extremes of nail length and polish color, especially in conservative industries.

Shoes

Should be leather or fabric micro fiber. Choose closed-toe pumps. Regardless of what is in style, avoid extremes; no stilettos or chunky platforms.

Hosiery

Should be plainly styled (no patterns), sheer (no opaque), and in neutral colors complementing your suit. Avoid high contrast between your suit and hosiery color.

Purse and/or Bag

If you carry a purse, keep it small and simple, especially if you also carry a portfolio. Purse color should coordinate with your shoes. You may choose to carry a small briefcase or business-like tote bag in place of a purse.

Job Resources

Career Essentials Reading List

This list will help you to look at your career and make the most out of your opportunities here. There are many resources for you to utilize in this area.

Making the Most of Your Current Job

- » *Love It, Don't Leave it: 26 Ways to Get What You Want at Work.* Kaye, Beverly and Jordan-Evans, Sharon. San Francisco: Berrett-Koehler Publishers, Inc., 2003.
- » *Managing Transitions 2nd Edition.* Bridges, William. Cambridge, MA: Da Capo Press, 2003.

Mid-Life Careers

- » *Jobshift.* Bridges, William. Reading, MA: Addison Wesley, 1974.
- » *Managing Transitions: Making the Most of Change.* Bridges, William. Reading, MA: Addison-Wesley, 1991.
- » *What Should I Do with My Life? The True Story of People Who Answered the Ultimate Question.* Bronson, Po. New York: Random House, Inc., 2003.
- » *The Five Patterns of Extraordinary Careers: The Guide for Achieving Success and Satisfaction.* Citrin, James and Smith, Richard. New York: Crown Business Publishing, 2003.
- » *Career Re-explosion: Reinvent Yourself in Thirty Days.* Grappo, Gary. New York: Berkley Publishing Group, 2000.
- » *Working Identity: Unconventional Strategies for Reinventing Your Career.* Ibarra, Herminia. Boston: Harvard Business School Publishing, 2003.
- » *Creating the Work You Love: Courage, Commitment and Career.* Jaron, Rick. Rochester, Vermont: Inner Traditions International, 1995.
- » *Repacking Your Bags: Lighten Your Load for the Rest of Your Life.* Leider, R. J. & Shapiro, D. A. San Francisco, CA: Berrett-Koehler, 1995.
- » *Whistle While You Work: Heeding Your Life's Calling.* Leider, Richard J. & Shapiro, David. San Francisco, CA: Berrett-Koehler, 2001.
- » *Callings: Finding and Following an Authentic Life.* Levoy, Gregg. New York: Three Rivers, 1997.
- » *I Will Not Die an Unlived Life: Reclaiming Purpose.* Markova, D. Conarie Press, 2000.
- » *Second Acts: Creating the Life You Really Want, Building the Career You Truly Desire.* Pollan, Stephen and Levine, Mark. New York: Harper Collins Publishers, 2002.
- » *I Could Do Anything If I Only Knew What It Was.* Sher, Barbara. New York: Delacorte Press, 1994.
- » *It's Only Too Late If You Don't Start Now: How to Create Your 2nd Life after 40.* Sher, Barbara. New York, NY: Delacourt Press, 1998.
- » *Do What You Are: Discover the Perfect Career for You Through the Secrets of Personality Type.* Tieger, P. D. & Barron-Tieger, B. Boston, MA: Little, Brown & Company, 1992.
- » *Making a Living Without a Job. Winning Ways for Creating Work That You Love.* Winter, B. J. New York, NY: Bantam Books, 1993.

Entrepreneurship

- » *The Ultimate Home Office Survival Guide.* Baker, S. and Baker, K. Princeton, NJ: Peterson's, 1998.
- » *Jumping the Job Track: Security, Satisfaction and Success as an Independent Consultant.* Brown, Peter C. NY: Crown Publishers, Inc, 1994.

Job Search

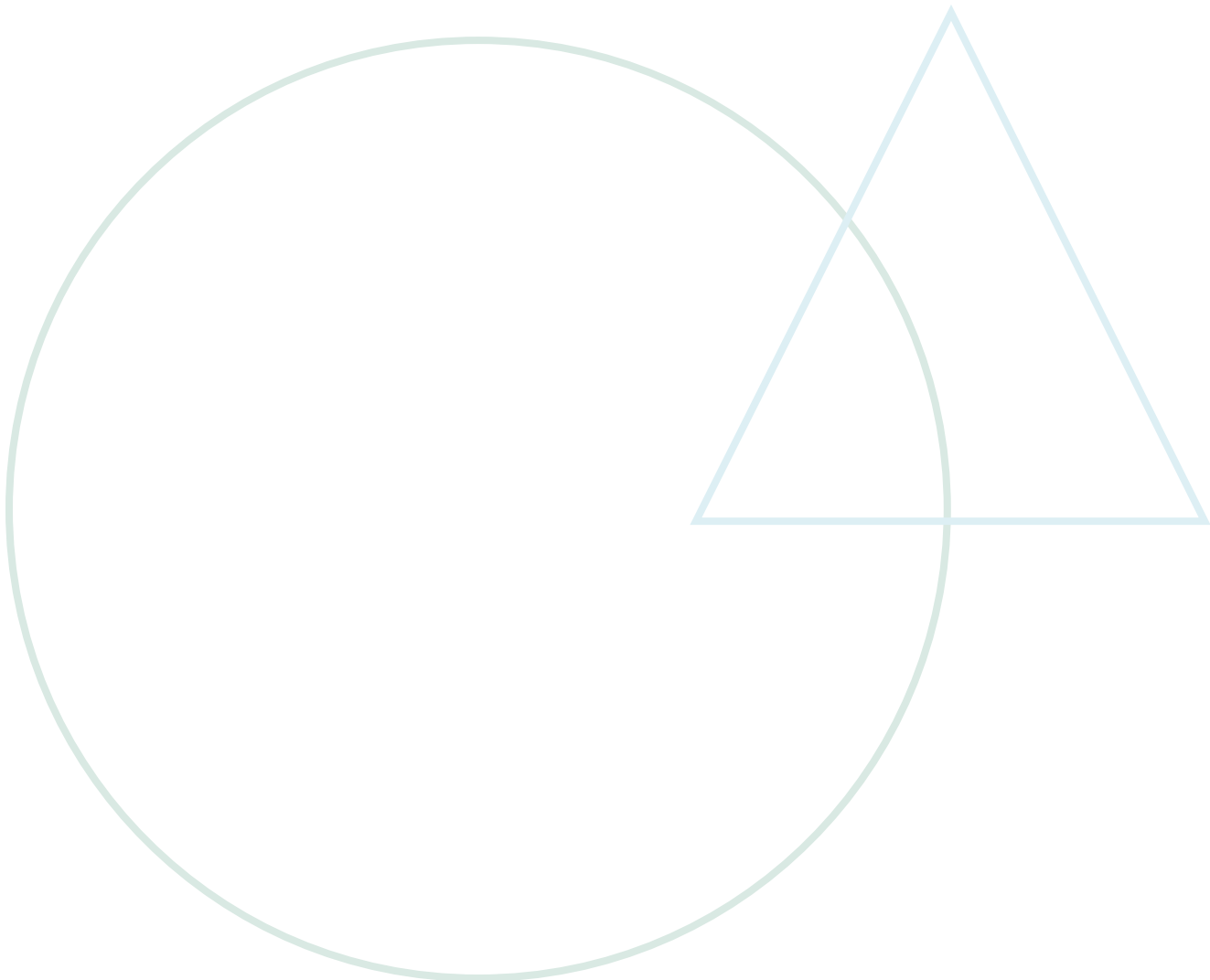
- » America's Top Resumes for America's Top Jobs. 2nd Ed., Farr, Michael and Kursmark, Louise. Indianapolis, IN: JIST Works, 2002.
- » e-Resumes. Whitcomb, Susan Britton and Kendall, Pat. New York: McGraw-Hill, 2002.
- » How to Prepare your Curriculum Vitae. Jackson, Acy L. New York: McGraw-Hill, 2003.
- » The Resume Catalog, 200 Damn Good Examples. Parker, Yana. Berkeley, CA: Ten Speed Press, 1996: Organized by job categories, this manual has many good examples of summary statements and statements for functional resumes.
- » 201 Dynamite Job Search Letters, 4th Ed. Krannich, Ronald and Krannich, Caryl. Manassas Park, VA: Impact Publications, 2001: Contains tips and extensive examples for all job search correspondence. Includes industry and position-specific examples.
- » Cover Letter Magic. Enelow, Wendy S. Indianapolis, IN: JIST Works, 2004: Learn how to construct cover letters and other job search correspondence. There are many examples and tips throughout the book.
- » Cover Letters That Knock 'em Dead. Yate, Martin. Avon, Massachusetts: Adams Media, 2002: Overview of how to write effective cover letters and other job search correspondence, with tips and examples in appendices at end of book.
- » Best Answers to the 201 Most Frequently Asked Interview Questions. DeLuca, Matthew. New York: McGraw-Hill, 2001.
- » Hook Up, Get Hired! The Internet Job Search Revolution. Kennedy, J. L. New York: John Wiley & Sons, Inc, 1995.
- » Interview for Success: A Practical Guide to Increasing Job Interviews, Offers, and Salaries. Krannich, Ronald and Krannich, Caryl. Manassas Park, VA: Impact Publications, 1998: Tips for organizing the job search as well as a thorough overview of interview skills, techniques and structure. Includes examples of relevant correspondence.
- » Interview Strategies That Will Get You the Job You Want. Kay, Andrea. New York: Betterway Publications, 1996.
- » Dynamite Salary Negotiations, Know What You're Worth, 4th Ed. Krannich Ronald and Krannich, Caryl. Manassas Park, VA: Impact Publications, 2001: Details major components of salary negotiation and determination, including negotiating tactics, how to find salary information, and reviews major compensation trends.
- » 101 Salary Secrets: How to Negotiate Like a Pro. Porot, Daniel and Haynes, Frances Bolles. Berkeley, CA: Ten Speed Press, 2001.
- » What Color Is Your Parachute? A Practical Manual for Job-Hunters and Career Changers. Bolles, Richard Nelson. Berkeley, CA: Ten Speed Press, 2003.
- » Landing The Job You Want, How to Have the Best Job Interview Of Your Life. Byham, William. Bridgeville, Pennsylvania: DDI Press, 1996.

Retirement Planning

- » How to Find Your New Careers Upon Retirement. Brown, D. Lincolnwood, IL: VMG Career Horizons, 1995.
- » The Inventurers: Excursions in Life and Career Renewal. Hagberg, Janet, and Leider, Richard. Reading, MA: Addison-Wesley Publishing Company, 1988.
- » The Adult Years: Mastering the Art of Self-Renewal. Hudson, Frederic M. San Francisco, CA: Jossey-Bass, 1999.

Work Life Balance

- » Common Sense for Uncommon Times: The Power of Balance in Work, Family and Personal Life. Guterman, Mark. Palo Alto, CA: CPP Press, 1994.
- » Balancing Individual and Organizational Values: Walking the Tightrope to Success. Hultman, Ken, Gellerman, Bill, Adams, John D., and Beckhard, Richard F. San Francisco: Jossey-Bass, 2001.
- » Serious Play; A Leisure-Wellness Guidebook. Kimeldorf, M. San Jose, CA: Ten Speed Press, 1994.
- » The Five Major Pieces to the Life Puzzle A guide to Personal Success. Rohn, Jim. Dallas, TX: Great Impressions Printing & Graphics, 1991.



Career Essentials Web Resources

The following is a comprehensive list of Internet sites specific to the career resource you are researching. These sites offer relevant and free information in order for you to optimize your career development. Be sure to visit these sites regularly in order to obtain the most current information related to your career development.

Comprehensive Career Sites

America's Job Bank

www.jobbankinfo.org

Diversityinc.com

www.diversityinc.com/public/department33.cfm

Job-Hunt.org

www.job-hunt.org/marketing.shtml

Wall Street Journal Careers

online.wsj.com/public/page/news-career-jobs.html

Exploring Options

Academic360.com

www.academic360.com

Internet System for Education & Employment Knowledge

www.iseek.org/sv/index.jsp

Occupational Outlook Handbook

www.bis.gov/oso/home/htm

ONet Online

online.onetcenter.org

Research Americas Career InfoNet

www.acinet.org/acinet

Resumes, Vitaes and Cover Letters

Monster Resume Center

resources.monster.com/resume-writing-services/?msource=CE

Quintessential Careers

www.resumesandcoverletters.com/sample_resumes.html

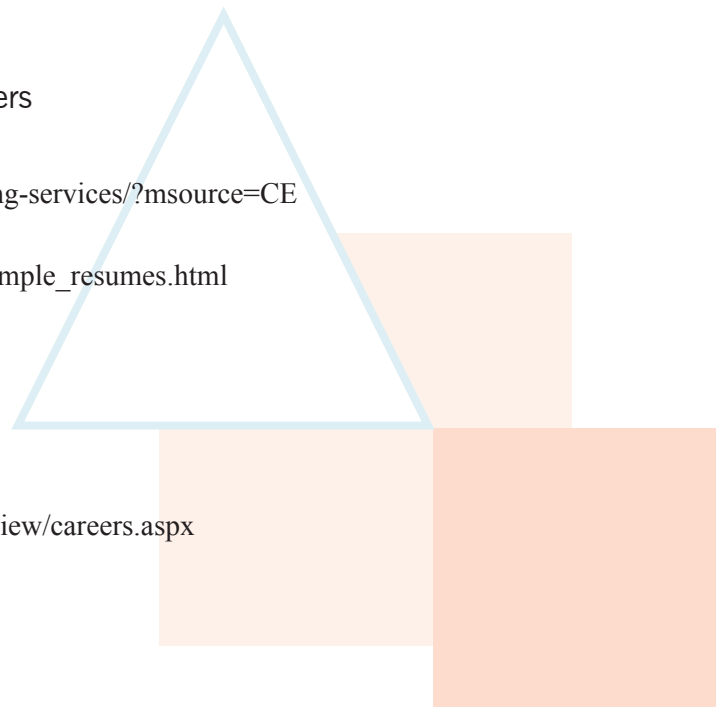
Interviewing

JobInterview.Net

www.job-interview.net

Monster Interviews

career-advice.comster.com/job-interview/careers.aspx



Networking

MichiganJobs.com

www.michiganjobs.com

Toastmasters

www.toastmasters.org

Professional Organizations

American Management Associaion

www.amanet.org

American Marketing Association, National

www.marketingpower.com

American Marketing Association, W. Michigan

westmichigan.marketingpower2.com

Association of College & University Housing Officers

www.acuho-i.org

International Association of Business Communicators

www.iabc.com

International Society for Performance Improvement

www.ispi.com

Michigan Career Development Organization

www.mi-mcda.org

Michigan Compensation Association

www.mocaonline.com

Mid-Michigan Human Resource Association

mmhra.shrm.org

Midwest Facilitators Network

www.midwest-facilitators.net

National Association of College & University Food Services

www.nacufs.org

National Association of Convenience Stores

www.nacsonline.com

National Association of Educational Office Professionals

www.naeop.org

National Career Development Association

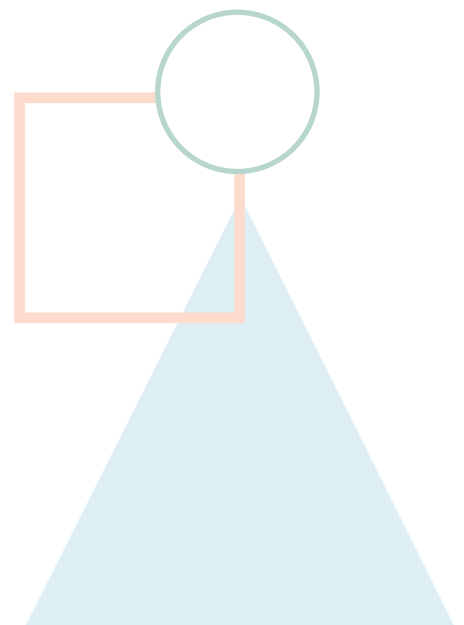
www.mcda.net

National Organizational Development Network

www.odnetwork.org

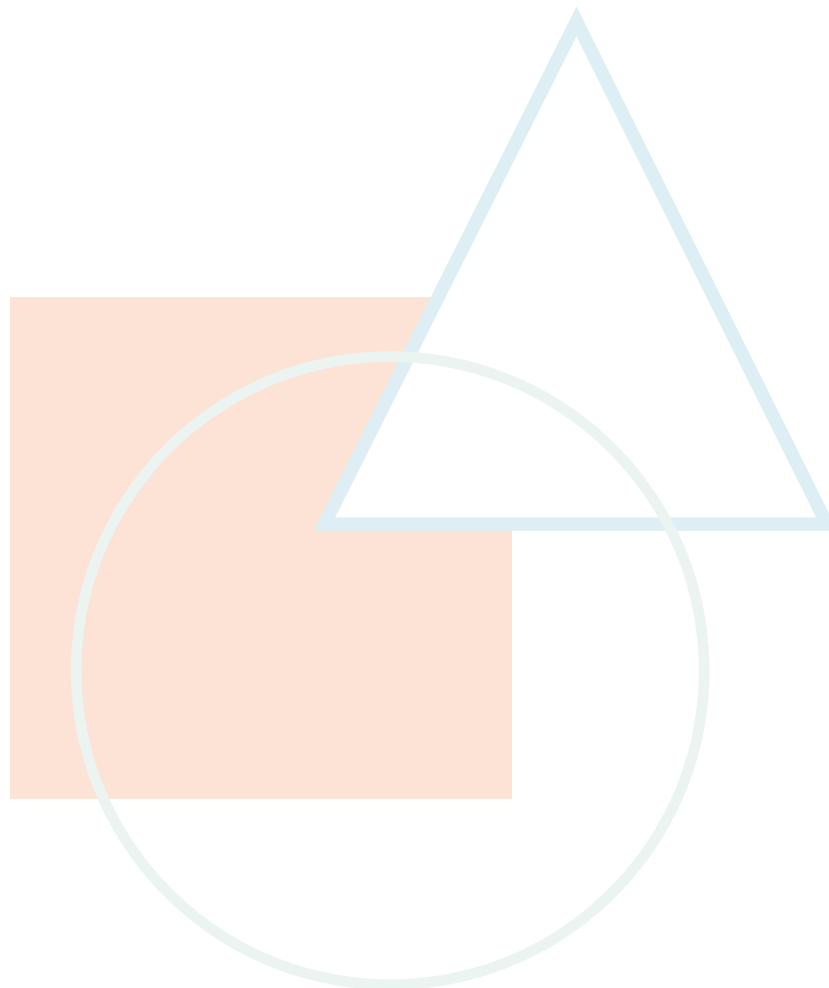
Society for Human Resource Management

www.shrm.org



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<<http://www1.umn.edu/ohr/careerdev/resources/index.html>>.
2. Career Management Guide: Book 4. Purdue University, West Lafayette, Indiana: HFS Human Resource Office, 2008.
3. Career Guide. Central Michigan University, Mount Pleasant, Michigan: CMU Career Services, 2008.





HUMAN RESOURCES

W.194 Holmes Hall
East Lansing, Michigan 48825
Phone: 517-353-7260
Fax: 517-353-1820
Web site: <http://hr.hfs.msu.edu/>