The Interview Process

JOB SEARCH SERIES:

- Job Search Strategies
- Using PantherZone
- Jobs on Campus
- Internships
- Resumes and Cover Letters
- Networking
- The Internet as a Job Search Tool
- The Interview Process

The Center for Career Development

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http://students.adelphi.edu/career
BEFORE THE INTERVIEW

Researching Employers

Information to Have Prior to the Interview

- Relative size of the organization in their field
- Organization history and mission statement
- Potential growth for the organization and field
- Array of products and/or services they provide
- Who is their competition?
- Names of top management
- Population and/or demographics served
- Organizational structure
- People you possibly know in the organization and what they do
- Details about their training program
- Numbers and locations of facilities
- Current challenges facing the organization and industry
- Sources of funding (if a not-for-profit agency)
- Salary range for position

Sources of Information

- Internet (See *The Internet as a Job Search Tool* in our Job Search Series.)
- Professional journals and trade publications (your local library)
- Annual reports and literature from organizations to which you are applying
- Newspapers and magazines
- Hoover’s Guide (www.hoovers.com)
- Occupational Outlook Handbook or www.ONETcenter.org
- Information interviews (see page 3 in this document)
- Visit the location or try the product (if applicable)
- Chambers of Commerce (especially for out-of-town jobs)
- Phone directories
Information Interviews

Purposes:

- To gather information about the industry in which you are interested
- To build your network (establish contacts).

How to get started

1. Decide what industry and company you would like to explore.
2. Think of people you know (and those they know) who may have information you need.
3. Call to request an information interview, explaining that you are researching the industry, a particular job and/or that particular firm. Make it clear that you are seeking information, not asking for a job. Be flexible in the scheduling of the interview. It may need to be a telephone interview.
4. Dress as you would for a job interview and bring copies of your resume.

Prepare questions about . . .

1. Nature of the work: Please describe your major job responsibilities..... Can you tell me what your typical work day is like?
2. Education, experience and skill requirements: What education or experience would best prepare me to enter this field? What skills should I be developing now? If you were hiring someone for your own job, what qualities would you seek? How can I improve my own skill set to make me better qualified?
3. Opportunities for growth in the industry: What is the career path for someone in your position? Can you tell me about the potential for growth and advancement on the job? What are the starting salaries in the field?
4. Person’s career history: How did you decide on this career? How did you prepare for it?
5. Organization: How is this firm structured? To whom do you report? Who do you supervise?
6. Trends in the field: What changes do you expect in this industry?
7. New technologies and developments: How have these advancements affected your firm?
8. Job satisfaction: What do you enjoy most about your occupation? Least?
9. Others you could speak with to gather more information: Can you suggest other people who might be also be willing to meet with me?

Follow up

1. Promptly send a thank-you letter to the individual(s) you interviewed. See example in this booklet.
2. Continue your research based on new information you have obtained.
What to Wear to an Interview

Interviewers often decide about you in the first few seconds, then spend the rest of the interview justifying the decision they have already made. A first—and lasting—impression is based on how you look, sound and move.

If your appearance is sloppy, the employer may assume that your work will be sloppy, too. If clothing or hair is out of style, the assumption may be that your skills are also dated. On the other hand, if your appearance is well-coordinated and appropriate, one may assume that you know what is required and can plan ahead.

**SUIT:** Men and women should wear a suit (two pieces cut from the same cloth). Colors: black, dark blue, medium/dark gray. Fabric: solid or subtle pinstripe, plaid or tweed. Men should wear a single-breasted, 2 or 3-button jacket. Women may wear pants suit or skirt suit. Women interviewing in traditionally conservative fields (banking, accounting, corporate offices) should wear a knee-length skirt.

**SHIRT:** Men should wear a solid white dress shirt. (Light blue or blue/white stripe may be acceptable.) Be sure the collar fits so that no more than two fingers can fit snugly inside when shirt is buttoned; cuff should extend 1/4” below suit sleeve. Women can wear white or pastel button-down blouse or shell.

**TIE:** Stripe or small-patterned silk in a dark, coordinating color.

**SHOES:** Men should wear black or maroon oxfords or loafers. Women should wear leather pumps (low or mid heel) in black or a color to coordinate with the suit.

**HOSE:** Men should wear black dress socks and women should wear neutral (tan/taupe) hose. Bring an extra pair—just in case!

**JEWELRY:** Men may wear cufflinks, tie pin, watch and a ring. Women may wear minimal, conservative jewelry (watch, button/studs or very small hoop earrings).

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**GROOMING . . .**

*Hygiene:* Shower, use deodorant, have your clothes dry cleaned. Use very light cologne, if any.

*Hair:* Women’s hair should be neat and well-groomed. (If it is long, tie it back.) Men should be clean-shaven and have recently-cut well-groomed hair.

*Make-up:* Minimal to moderate amount.

*Nails:* must be clean and trimmed. Clear or neutral polish. (No chips, no designs, no trendy colors!)

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**WHAT to CARRY**

*Portfolio:* Both men and women may carry a black, brown or maroon leather portfolio. Include an attractive, conservative pen.

*Handbag:* Women may also carry a simple black or brown bag or purse. No: tassels / logos/ beading/ loud colors.
What NOT to Wear to an Interview (or job fair)

NO:
- Bright colors, wide stripes or loud prints
- Mini-skirts or low-cut shirts
- Sneakers or sandals
- Open toe shoes or open backs
- Clothing with writing or pictures
- Excessive make-up
- Very long, loose hair or bizarre hairstyles
- Jangling bracelets
- Rings on more than one finger per hand
- Dangling/large earrings or hoops
- Sunglasses
- Mickey Mouse watches

NO:
- Visible tattoos
- Nose rings, tongue rings, brow rings
- More than one earring per ear
- Earrings on men
- Man’s shirt with loose-fitting collar
- Handbags with fringe, tassels, logos
- Work samples in shopping bags
- Too much cologne/perfume
- Lack of cleanliness or deodorant
- Chipped nail polish
- Chewed-up pens
- Tobacco odor

Business Casual

When applying for seasonal, non-professional positions, less formal attire may be appropriate. Occasionally, an organization may instruct candidates to wear “business casual.” Generally, this means:

- Blazer and slacks
- Button-down shirts (instead of dress/business shirt)
- More colorful or striped shirts (but still no writing or pictures)
- Khakis (but not jeans)
- Loafers (but not sneakers or sandals)

How to Dress for a Job Fair

Since a Job Fair is a collection of mini-interviews, professional standards are expected. When applying for full-time or professional positions, review all of the suggestions on the previous page for what to wear. If you are applying for a summer or part-time non-professional position, you may wear business casual. Regardless of the position you seek, abide by the following rules for both job fairs and interviews:

NO sneakers         NO hats
NO sandals          NO backpacks
NO chewing gum      NO jeans or shorts
        NO shirts with logos or writing  NO text messaging
**AT THE INTERVIEW**

1. **Tips and Basics**
   - When greeting people, smile, look them in the eyes, and give a firm (but not crushing) handshake.
   - Wait for the employer to sit down and/or offer you a seat before sitting.
   - Follow the employer’s lead for the tone and pace of the interview.
   - Listen carefully! It is OK to ask the interviewer to clarify the question before answering.
   - Maintain a generally job-related focus to your responses and questions.
   - Market yourself – your experience, skills, good work ethic, even your personal traits – and match yourself to the job requirements.
   - Use the terminology of that profession when describing your experience and skills.
   - Never criticize past employers or positions held – especially at an interview!
   - If you are interested in the job, be sure to say so.
   - Offer your list of references.
   - If it has not been covered, you may ask about the timeline for filling the position and when you may expect to hear from them.
   - Be prepared to take tests or provide an on-the-spot writing sample.

2. Investigate and verify the location of the interview. If possible, drive to the place of the interview a day ahead to ensure that you know how to get there, where to park and how long it will take.

3. Arrive early (15 minutes is a good rule of thumb). Even a good excuse will not make up for tardiness.

4. Bring a pen, extra resumes and list of references, kept in a nice pad/folio or folder.

5. Bring photo ID, social security card, and any certificates of licensure.

6. When you arrive, hang up your coat, umbrella, etc. Do not bring large or multiple bags into the interview.

7. Read over your resume before the interview to keep your experiences and skills fresh in your mind.

8. Be polite to *everyone* you encounter.

9. Never smoke, chew gum or bring food with you into the interview.

10. Remember the interviewer’s “family” name and use it, but DO NOT use his/her first name.

11. Make sure to ask for business cards to facilitate sending a thank you letters.

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**Be aware of your non-verbal cues and body language:**

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<tr>
<th><strong>DO</strong></th>
<th><strong>DON'T</strong></th>
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<tbody>
<tr>
<td>Maintain good eye contact</td>
<td>Look at the ground, ceiling or out the window</td>
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<tr>
<td>Maintain good sitting posture</td>
<td>Slouch in your chair</td>
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<tr>
<td>Actively listen</td>
<td>“Zone out”</td>
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<tr>
<td>Try to relax and smile naturally</td>
<td>Force a smile or frown</td>
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<tr>
<td>Be positive and enthusiastic</td>
<td>Be negative and disinterested</td>
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Questions an interviewer might ask

1. Tell me about yourself. (Practice 1-minute and 2-minute versions – this is your sales pitch!)
2. What are your greatest strengths... weaknesses? (Any weakness must have a solution in progress.)
3. What adjectives would you use to describe yourself? (Consider traits suited to the job.)
4. Why are you interested in this position? (You should already know what the position entails.)
5. What do you consider to be your greatest accomplishment? (Show your perseverance!)
6. What goals have you set for yourself? Where do you see yourself in 5 years?
7. What do you know about our organization and why did you choose it?
8. If you could begin college again, what would you do differently? (Show new insights and growth.)
9. What experiences have prepared you for this position? (Give very specific examples.)
10. What do you value most in your work experience? (Every job teaches something of value.)
11. What is your philosophy (or teaching or nursing or management philosophy?) Do you have a managerial style? (Research this.)
12. Are you interviewing with other employers? (It’s ok to say yes... only for jobs like this one!)
13. Why did you choose to get your degree at Adelphi? (Relate your answer to program – not location.)
14. Why did you select your major area of study?
15. What future training do you plan to further your career? (Some employers value this – some don’t.)
16. What was your most significant contribution during your last job or internship? (Better think about this ahead of time.)
17. What do you do in your spare time?
18. What activities did you pursue in College? ( Mention any sports, clubs, volunteering!)
19. Do you belong to any community organizations? (Good ways to acquire related skills.)
20. Are you willing to travel as part of your job? (Be flexible, but don’t say yes if you absolutely won’t.)
21. Would you be willing to relocate if your employer required it? (It may be necessary in your field.)
22. Do you speak any foreign languages? (This would make you valuable to most employers.)
23. Tell me about your computer skills. (You can say you are “proficient” - but you had better have some. If not, start learning now!)
24. Tell me about reports you’ve written and how they were received by your supervisor professor.
25. How did you choose this as a career? (Personal story okay here. “Don’t know” won’t do.)
26. Which of your previous jobs have you liked the best? ...the least? (Remember: you’ve never disliked any job or person!)
27. How would you describe an ideal job? What are the most important aspects to you in that job?
28. If I were to contact your most recent supervisor for a reference, how would he/she describe you?
29. What do you look for in an ideal supervisor?
30. What motivates you?
31. How do you work under pressure? (Don’t just state, “well.” Back it up with concrete examples.)
32. How do you account for gaps in your work history?
33. What are your salary expectations? (It is best to provide a range based on salary research that you have done on sites such as salary.com)
34. What was the most difficult decision you have ever had to make (other than choosing a college)?
35. Describe a time when you made a “mistake.” What did you learn from that experience?
36. How would you value a company or a stock? (Yes, practice the technical questions, too!)
37. Why should I hire you? What makes you an ideal candidate?
38. If a clock says 3:15, what is the angle between hour and minute hands? (a brainteaser/stress question)
39. Be prepared for a role-play scenario. (This will test your ability to think on your feet and react to common situations)
40. Do you have any questions for me? (Don’t say no! Prepare questions prior to the interview.)
Behavioral interviews

Behavioral interviews are based upon the notion that the best indicator of a candidate’s future performance is how he or she performed in the past. Employers try to elicit examples of previous job behaviors, rather than asking about hypothetical situations. Behavioral questions are becoming more common as interviewers are trained in the technique. Questions often begin with phrases like, “tell me about a time when…”

Prepare wisely

KNOW the prospective employer. Use one of the many library databases. Call the employer and request brochures, newsletters and annual reports. Review the web site, where you can usually find the company’s “mission statement.”

KNOW the potential job. Request a copy of the job description before an interview. Ask for the job descriptions of your prospective supervisor and subordinates.

KNOW yourself. Figure out what you really like and want to do. Determine your strengths and weaknesses. Clarify what motivates you to succeed. Decide which values you are unwilling to compromise on. Analyze the accomplishments highlighted in your cover letter and resume.

PRACTICE likely questions. Think of behavioral situations that would be important in the position. Possible scenarios could be dealing with difficult people, prioritizing tasks, emergencies, etc. Think of your real experiences (even if not job-related) and give examples of your behaviors and their consequences.

Avoid common mistakes

DON’T give just the facts. Not all questions can be answered in 10 seconds. Take the time to reply to the questions, then support your answer with specifics whenever possible!

DON’T dodge tough questions. Even negative questions can be answered in a positive way.

Commonly-asked behavioral interview questions:

1. Describe a time when you took on too much and were in over your head.
2. If you have ever made a work-related error, explain your methods to resolve it.
3. Tell me about a situation when you didn’t follow standard procedure in order to complete a task.
4. Give an account of a specific issue or problem you solved for your employer or professor.
5. Tell me about a situation in which you demonstrated leadership.
6. Juggling numerous work tasks can be a challenge. What process do you use to prioritize?
7. Share your strategies to build and maintain successful business relationships.
8. Describe an experience with a difficult client or staff member, and its outcome.
9. Have you ever had to resolve a conflict between two colleagues or subordinates? Explain.

To approach these questions, we recommend the STAR method: briefly describe the Situation, your Task, your Actions, and the Results.
Questions they CAN’T ask

If asked an illegal question, address the issue as tactfully as possible. Try not to be defensive in answering. You may wish to inquire if the question pertains to the job expectations.

1. When were you born? How old are you? (However, they may ask, “are you over the age of 18?”)
2. Where were you born? Where were your parents born?
3. What is your race? Color? (Photos cannot be required with the job application.)
4. What is your height? Your weight?
5. What is your native language, ancestry or national origin? (They can ask about language fluency.)
6. Are your parents/spouse U.S. citizens? (They are allowed to ask if you are authorized to work in the U.S.)
7. Where does your mother, father, spouse, (or any other relative) work or conduct business?
8. Have you ever been arrested? (They can ask if you have ever been convicted of a crime.)
9. What is your marital status? Do you live with someone?
10. Do you plan on having children?
11. Do you have children? Do you need childcare?
12. Do you have a handicap?
13. Have you collected disability/worker’s compensation?
14. Are you collecting benefits for a military service-connected disability? (They can ask if you are a U.S. veteran and about your military history.)
15. What religious holidays do you observe?
16. Are you gay/lesbian/bisexual? What is your sexual orientation?
17. What is your political orientation?

Questions YOU might ask the interviewer

Do NOT initiate questions about salary or benefits. Do NOT ask about readily available information (on their web site). Don’t ask questions because they “sound good” - you should really want to know! If necessary, ask for clarification before answering.

1. Could you describe the typical career path for this position?
2. What would you consider the most important aspects of this job?
3. What are the major responsibilities of this position?
4. What are the skills and attributes valued most for someone in this industry?
5. If hired, to whom will I report? How would I get feedback on my performance?
6. Where have successful employees previously in this position progressed to within the company?
7. Could you describe a typical day or week in this position? ...the typical client or customer?
8. What do you see as the key challenges facing a person in this position?
9. What are the current major goals of the organization?
10. What is your timeline in filling this vacancy?
11. Your company recently __________ (use your research here). How is this affecting the organization?
Negotiating Job Offers

Salary research may be done at www.salary.com or www.payscale.com prior to interviewing. You should NOT be the first to bring up the topic of salary. If asked for your salary expectation, avoid giving a specific number. Give a range appropriate to the field and your experience level. (Alternately, you could ask an interviewer for a range they’ve set for the position.)

If you are not certain that you should accept an offer, express interest and appreciation—then find out the salary and other compensation. Ask for time to consider the offer and to develop any further questions you may have. Conduct further research regarding the reputation of the organization, its salary levels, its training programs and other pertinent info.

If the salary offer is less than expected, you might ask for an early performance review (for example, after three months) so that you may renegotiate your salary at that time. It is best to discuss your hesitations with an advisor, mentor or career counselor.

If you decide not to accept an offer, you should write a letter of appreciation for the offer, and say that the position is not the best fit for you at this time.

Consider asking for additional time to consider an offer. If you are not sure you want the position, if you are still looking elsewhere or if you are not serious about the position or company—then do not accept the offer. If you hastily accept an offer, only to back out later, word of your irresponsible behavior can spread fast.

TIPS for telephone or online interviewing:

For employers, phone and online interviews represent an effective and affordable way to identify and communicate with prospective hires. Preparation for these types of interviews are the same as for face-to-face interviews.

- Confirm the time, phone number and whether you or the employer will be calling.
- Eliminate any background noise (radio, TV, friends/family, barking dogs...)
- Have your resume, research, pad and pen to take notes available.
- Sit up straight and smile! The tone of your voice will be cheerier and more energetic.
- Do not smoke, chew gum or consume any beverages and/or food during the interview.
- Many phone or online interviews involve a conference call (more than one person does the interviewing). Due to technological issues, the employer cannot hear you if you are talking when they are talking and vice versa (the transmission of the call or server only picks up one side of the conversation). Allow the prospective employer to complete their thoughts before you begin speaking.
- Thank the interviewer for his/her time and ensure that you have the names of everyone that was involved in the interview. If not obtained during the interview, call the company to get proper spelling of names, job titles and full contact information.
A thank you letter should include the following information:

**First Paragraph:** Thank the interviewer for taking the time to meet with you. Mention the interview date and position title.

**Second Paragraph:** Reiterate your interest in the position. Emphasize something that you learned from the interview or comment on an important topic. Focus on strengths, experiences and skills that will set you apart and gear towards the position.

**Third Paragraph:** Once again, thank the interviewer for his or her consideration, and make it clear that you will be available for future interviews.

**Remember:**

- Your thank you letter should be typewritten, following standard business format. Then you should fax, mail or email your letter within 48 hours.
- Be concise
- Proofread the letter before submitting.
- It is best (if possible) to send a thank you letter to all of the interviewers. When sending letters to multiple interviewers, it is advisable to vary each letter slightly.
- Personalize every thank you letter based on your unique experiences during the interview. Refer to something that was said at the interview (i.e. what you learned about the company or position during the interview).
- During the interview, make sure that you get the proper spelling of the interviewer’s name and job title. The best way to do this is to obtain each interviewer’s business card.
- On the next page is a sample. **DO NOT** copy this sample letter word-for-word—or every Adelphi student will be sending out the same generic letter.
Ivanna Job  
1 South Avenue  
Garden City, NY 11530  
516-877-3130  
IvannaJob@hotmail.com

Today’s Date

Dr. John Doe  
Director of Human Resources  
XYZ Group  
12345 Park Avenue  
New York, NY 10001

Dear Dr. Doe:

Thank you for taking the time to interview me for the ___________ position. I enjoyed meeting with you and learning more about XYZ Group and its career opportunities.

The position seems both challenging and exciting and I believe that my _________ skills and __________ experience would make a positive contribution to your ___________ department. Judging by our discussion, I believe that my background is an excellent fit, particularly my (specific education, experience, skills.)

Thank you once again for your time and consideration and I look forward to another opportunity to discuss my future with XYZ Group.

Sincerely,

Your Signature

Ivanna Job

Your letter should be very specific ~ based on your unique interview experience. It is very easy to spot a generic thank you letter.

This is your chance to mention something you forgot to say during the interview. But do not say, “I forgot”.

Employers want to know that you really want the job.

Do not put the first name in the salutation.
REVIEW Your Interview Performance

Fill out the following checklist after your interview. This is a good tool to objectively evaluate yourself and help you improve your future interview performance.

Name of Organization _____________________________________________________________
Interviewer’s Name(s) ____________________________________________________________
Address(es) _____________________________________________________________________
Phone number(s) & Email(s) _______________________________________________________
Interview Date _______________________

Checklist

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<tr>
<th>Did I research the organization and prepare answers to probable questions?</th>
<th>YES</th>
<th>NO</th>
<th>Comments</th>
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<tr>
<td>Did I dress appropriately?</td>
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<td>Did I arrive on time?</td>
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<td>Did I introduce myself to the employer and shake his/her hand?</td>
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<td>Did I maintain good eye contact?</td>
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<td>Did I state my interest in the position?</td>
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<td>Did I portray a positive image of myself?</td>
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<td>Did I speak well and not ramble on?</td>
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<td>Did I articulate my relevant skills and experience?</td>
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<td>Did I create an opportunity to discuss my accomplishments?</td>
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<td>Was I relaxed and not fidgety?</td>
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<td>Did the employer and I connect?</td>
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<tr>
<td>Did I say everything that I wanted to say?</td>
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<tr>
<td>Did I send a follow-up letter?</td>
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Other questions to ask yourself after an interview:

- Did I maintain a generally positive tone during the interview?
- What stages of the interview were challenging for me and why?
- What did I say or do that seemed effective?
- On a scale of 1 to 10, how would I rate myself?
- What part of the interview should I mention in the thank-you letter?
- What questions did I answer well? What further research should I do?
- If I were the interviewer, would I hire me? Why/why not?

NOTE: If you have interviews as part of the Adelphi Career Center On-Campus Interview Program, follow up with a career counselor to review your performance evaluations completed by the interviewers.
What RECRUITERS/EMPLOYERS are looking for:

**Strengths**
- Internship experience
- Strong work ethic
- High GPA
- Knowledge of relevant technology
- Willingness to work with a team
- Passionate / enthusiastic about area of interest
- Willingness to learn
- Well dressed / well groomed
- Related to interviewer
- Confident and professional
- Leadership background
- Language skills
- Asked appropriate questions
- Inquired about job parameters
- Prepared responses in advance
- Did advance research / quoted website
- Clear ideas of goals
- Provided specific examples
- No hesitation before giving responses
- Good communication skills
- Professional and personable
- Motivated and intuitive
- Friendly and respectful
- Calm and confident
- Intelligent and mature
- Smile and pleasant demeanor
- Organized
- Firm handshake
- Relevant field/prior experience
- Well-rounded background
- Good work ethic
- Focused
- Willing to accept advice
- Open to change
- Welcomes supervision
- Necessary licensure
- Research savvy

**Field-Specific Strengths**

**Education:**
- Knowledge of NYS Learning Standards, teaching methods and subject area
- Understand how to motivate and engage students
- Multicultural orientation, coaching/tutoring experience, incorporates technology into lessons

**Arts and Science:**
- Professional and personable
- Creative

**Business:**
- Understand financial industry
- Sales, insurance or relevant background

**Social Work:**
- Application of theory, practice and research
- Positive approach toward diverse population

**Weaknesses**
- Did not anticipate questions
- Unwilling to work in high-needs district
- Passive / too laid back
- Interview responses are unclear
- Did not put a positive spin on answers
- Nervous / anxious
- Did not stick to topic / too wordy
- Poor grammar / rapid speech
- Did not listen / respond attentively
- Lack of enthusiasm
- Unprofessional attire
- Arrived late
- Soft spoken and shy
- Insufficient knowledge of agency
- Offered too much personal information
1. Arrive on time (or a few minutes early) for the interview
2. Appear professional (appropriate dress, posture, eye contact, facial expressions, etc.)
3. Have good personal hygiene (clean clothes, shined shoes, no tobacco odor)
4. Use excellent communication skills (avoid using slang; don’t say “like-you know;” don’t mumble)
5. Apply basic knowledge of the field or about the organization (such as NYS Learning Standards, current issues such as the economy or credentials valued in this industry)
6. Articulate clearly-formulated career goals (convey why interviewing for THIS job)
7. Demonstrate self confidence (has thought about what makes him or her special, and can specify what he or she can contribute—even without prior experience in the field.)
8. Listen carefully (e.g., ask for clarification of the interviewer’s question)
9. Show enthusiasm and interest in the position (can say why he or she wants the job)
10. Display a positive attitude (do not complain about past employers or jobs, do not blame others)
11. Ask relevant questions about the position (this shows sincere interest!)
12. Show genuine passion toward the job or industry
13. Explain how he or she can contribute to the company (mention relevant skills)
14. Interact with interviewers with poise, openness and a pleasant demeanor (can smile!)
15. Express him or herself concisely (education, background, internship experiences)
16. Have realistic expectations about the job (willing to start at the bottom; willing to travel)
17. Delay questions about salary, benefits or vacations (employer can bring these up)
18. Realize that every candidate is nervous prior to an interview, but nevertheless, attempts to appear somewhat calm and confident during the interview (fake it till you make it)