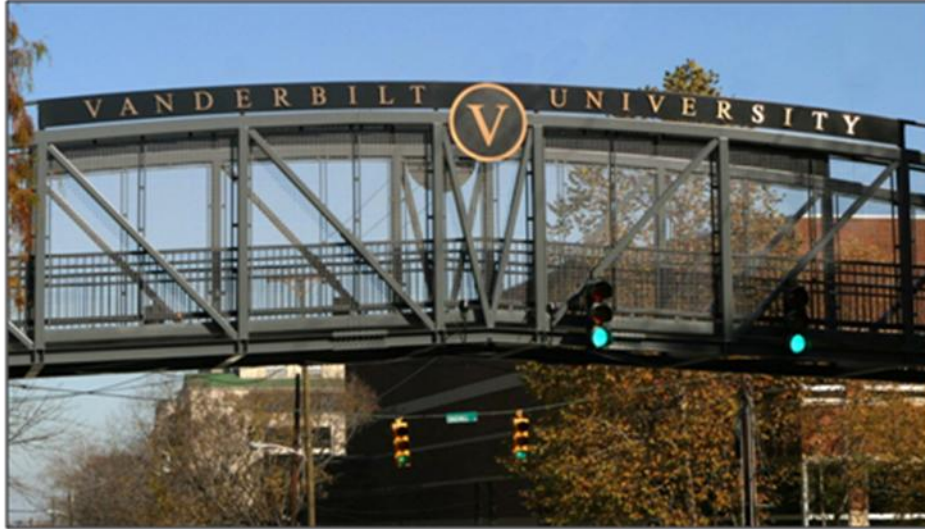


HOD INTERNSHIP



Your Next Step Across The Bridge

**Human & Organizational Development Program
Vanderbilt University**

Student Name: _____

Individual Appointment Time: _____

TABLE OF CONTENTS

The HOD Internship Experience	1
Selecting a Best Fit Internship	3
The Career Search Strategy Process	5
HOD Internship Policies & Procedures	11
The HOD Internship Curriculum	17
More about the Senior Project	19
Frequently Asked Questions.....	20
Scholarship Opportunities.....	22
Appendix – Tips for Executing Your Internship Search Strategy	
Resources for Implementing the Process of Organizational Fit	24
Tips for Conducting Market Research.....	25
Using Email Cover Letters Effectively.....	26
Sample Cover Letter	28
Follow up Strategy.....	29
Interview Process	31
Interview Checklist.....	37
Sample Thank You Letter	38
Tips for Using Social Media in your Search Process	39
<i>Eight Reason You May Not Be Getting an Internship</i>	40
Conducting Occupational Research.....	42

The HOD Capstone Internship



Applying for and selecting an internship will be one of the most important decisions you will make during your years at Vanderbilt. This handbook provides information to help you develop and execute a search strategy. This information will help you move through the search process smoothly to secure an internship that meets the academic requirements and your personal learning goals. However, you are ultimately responsible for securing an internship. So, read this booklet thoroughly, including the internship policies and the tips provided in the appendix. These materials will help you prepare yourself to be an excellent internship candidate.

The HOD capstone internship provides you with the context to explore, test, and apply the knowledge and skills you have gained over the past three years – to demonstrate the core competencies of the HOD major. Unlike other internships, the purpose of the HOD capstone internship is academic. The credit is earned for the coursework that accompanies the internship, not the work you perform for your internship site. The internship structure provides an opportunity for you to pull together all the lessons from your earlier coursework and apply them in an organizational setting. It is also an opportunity to begin the transition from college student to workplace professional. Behaviors that may be tolerated in the college setting will not be acceptable in workplace. You should keep this in mind as you move through the internship search process.

In HOD 1400 you defined career and education development goals through a combination of industry and organizational research and self-assessment. This course taught you the process you will need to execute an effective job search when you graduate. You will practice what you have learned to develop and execute your internship search strategy and to select the internship that will provide the best learning opportunities and organizational fit. However, while vocational interests may drive your internship selection, remember -- **the primary objective of the HOD internship is academic, not vocational. The credit you earn is for the coursework, not the work experience.** Internships must be chosen that will support and allow for the coursework. Just because an internship has excellent vocational opportunities does not mean it will be appropriate for this internship. Make sure you understand the requirements and policies so you choose wisely.

You are required to meet all the process steps outlined in this handbook.

Below are three of the most important things to remember during this process:



1. **TAKE INITIATIVE:** Treat your internship search as seriously as you would a post-graduation job search---with professionalism. Proofread all correspondence, dress professionally and appropriately for interviews, and pay attention to your written and oral communication skills. Also, think about the telephone number you leave for call backs and the e-mail address you use (preferably your Vanderbilt account). A negative impression can be created when the phone is answered by a rude/unprofessional roommate or on a cell phone with poor reception. Likewise a personal e-mail address (e.g. wildone@aol) should be used only when communicating with friends. It creates a first impression – make sure it is the one you intend to create. You may also want to check what you have posted on your social networking pages. Potential employers will often “Google” candidates and unprofessional information posted on an open access webpage can destroy an opportunity.
2. **COMMUNICATE:** We register over 200 students in internships each year. It is important for you to communicate with the internship office and keep us apprised of your search strategy progress, difficulties and frustrations, etc. Often sites contact the internship office directly for additional information, so we need to have current information. For the convenience of others, and your own sake, you should communicate and follow up in writing.
3. **ACT RESPONSIBLY: YOU** are responsible for following the steps outlined in this handbook. **Failure to attend a mandatory meeting, develop and execute a search strategy, or meet all deadlines will jeopardize your internship registration.**

NOTE: You must execute all steps in the process, even if you have completed the steps in an earlier semester.



Selecting a Best Fit Internship



In HOD 1400, you examined the process of understanding organizational fit. Think of it this way: shoes that do not fit well restrict movement, cause pain and if worn over long periods of time, will permanently alter the shape and functioning of the feet. Since the body is a system, over time poor fitting shoes will affect the ankles, knees, back, neck and definitely mood and personality. The same is true for a bad fit in a job: it represses your energy, restricts movement, undermines confidence, alters your personality (sometimes permanently), and affects your overall physical and mental health. It also can create a negative reputation within the poor fit organization. Given the interconnected world we work in, this negative impression can follow you to other organizations, undermining your success. Good fit is an often overlooked, but critically important, aspect of career development and job search processes. Finding a good fit, one that is truly synergistic, is important and not something you want to trust to luck or chance. In class you learned about and personally applied the strategies employees and organizations use to maximize best fit. You will apply these strategies in the HOD internship search process.

First, revisit the results of your employee exploration assessments. Use the results of your Employee Talent Profile (personality, values, motivated skills, cost of living data and preferred working conditions) and Alignment Analysis to clarify and focus on the industry you want to pursue for your HOD internship search.

Next, revisit what you need to be successful in the world of work. Review your online research, networking and informational interview data to uncover industry trends, education and training requirements, and the valued competencies (knowledge and skills) in the industries that align with your core. Revisit your World of Work Research results and take time to evaluate if the data aligns with your current career goals. If your interests have shifted, conduct new online research and additional informational interviews with professionals in your current industries of interest. You may also want to access the World of Work Research Industry Guides posted on HOD 1400 Blackboard course for exploration of new interest areas.

Review your gap analysis (Alignment Analysis Part 2) to assess what you have and what organizations want/need you to have. Update your Individual Development (Learning) Plan that maps out how you will develop the knowledge, skills, and professional competencies needed to become competent in your best fit career field. Consider how your HOD internship will help you accomplish the objectives mapped out in your plan. If the plan has changed use your updated industry research to adjust objectives appropriately.

As you proceed through this process, remember that finding the right fit is more than identifying what you want; it is also about who is looking for what you have. Like any successful journey, you need a plan. Most of you probably spend a lot of time planning your spring break and summer vacation trips. You do not sit idly by and wait for someone to drop the trip into your lap. You plan for this. Something as important as your career journey needs a plan as well – very few people are “discovered”. A thoughtful search strategy will keep



you from trying to explore so many things at the same time that you essentially go nowhere. It will help you identify the opportunities you want to pursue and then specifically market your talents to those organizations.

Use the strategies and resources you learned about in your HOD 1400 course to implement a successful search process. Create targeted market research for the organizations you are applying to and customize your marketing tools (resume, cover letter, references and thank you letter). Like any journey you make, this one has several major steps: Preparation, Marketing, Deciding and Committing. If you took the coursework in HOD 1400 seriously, you will have already completed a significant portion of the preparation steps. If not, you will need to use the resources provided in that course to complete these steps prior to your internship advising meeting. These are summarized for you in the Appendix.

NOTE: You should have acquired the tools you need to execute the internship search process in HOD 1400. However, if you are currently experiencing so much confusion about your internship and career direction that you believe it would prevent you from effectively completing the career search strategy process identified in the next few pages, you should schedule a meeting as soon as possible with vicki.davis@vanderbilt.edu, kristen.tompkins@vanderbilt.edu, or susan.k.friedman@vanderbilt.edu, before you attend the HOD Internship advising meeting.



The Career Search Strategy Process



➤ **Step 1: Preparation**

- ◆ Revisit your Employee Talent Profile Results
 - Personality, values, motivated skills, cost of living data, and preferred working conditions
- ◆ Evaluate the results of your Alignment Analysis Part 1
- ◆ Understand what you **NEED** to be successful in the World of Work
 - Revisit the results of your World of Work Research
 - Conduct additional online research and informational interviews if your interests have shifted
 - Focus on the knowledge, skills, and attitudes (KSAs), educational requirements, and competencies valued in the industries in which you plan to seek internships
- ◆ **Conduct a Gap Analysis**
 - **Review Alignment Analysis Part 2 results**
 - Which KSAs/competencies do you have?
 - Which KSAs/competencies need development?
 - Which industry **AND** organizational cultural factors are essential fit factors for you?
- ◆ **Update your Individual Development (Learning) Plan**
 - The content of the plan should be the basis for making the best fit internship selection
- ◆ **Prepare to implement the Career Marketing Process**
 - Update your marketing tools (resume, cover letter, references and thank you letter)



STOP: Bring a copy of the following materials to your HOD Internship

Advising meeting:

- ♦ **Updated World of Work Guide to the Industry**
 - ♦ **Updated Network Analysis Spreadsheet**
 - ♦ **Updated Individual Development (Learning) Plan**
 - ♦ **Updated copies of your Resume, Cover Letter, References and Thank You Letter**
-

➤ Step 2: Attend the HOD Internship Advising Meeting as Scheduled

- ♦ The HOD internship advising meeting is an opportunity to practice making a positive first impression. The internship staff uses the process to evaluate readiness for workplace experience so you should treat this as you would a job interview.
 - Dress in professional attire, at a minimum business casual.
 - Be on time.
 - Arrive prepared to discuss your pre-work, marketing tools and your thoughts on executing a successful internship search process.
 - ♦ Failure to arrive prepared will result in possible dismissal from the search process.
-

➤ Step 3: Identify and Target Specific Opportunities

- ♦ Develop a list of at least 5 organizations you want to research for the search process.
- ♦ Develop market research for each organization you plan to target in the search process.



➤ Step 4: Target Your Marketing Materials

- ◆ **Conduct an audience analysis** to determine how best to focus your marketing efforts (*If you are marketing to a person in a small creative organization, your materials will look different than if you are marketing to a more formal person in a highly structured organization*)
 - ◆ **Tailor your materials.** Adjust materials based on the analysis of the desired KSAs/competencies and your audience analysis. Materials must communicate that you have what they need – how you will add value to the organization.
 - ◆ **Complete your search strategy with information from your market research including** contacts, numbers/emails, and deadlines for initial contact and follow-up.
 - ◆ **Email your search strategy** and your tailored resume and cover letter (or contact email) to your HOD internship advisor no later than one week after your advising meeting.
-

➤ Step 5: Market Your Talents

- ◆ **Execute the Search Strategy.** Use the method/process identified in your research.
- ◆ **Manage your image.**
 - Resume/cover letter quality should be impeccable.
 - If you use email, image still matters: use full sentences, proper spelling and grammar, appropriate language and tone.
 - Social network pages, voicemail, email account names, etc., must all present the image you want others to see. Odd email addresses may be caught in a spam filter. Use your Vanderbilt email address.
- ◆ **FOLLOW-UP!!!!!!!!!!** Be persistent without being annoying. (*See appendix for follow-up tips*)
- ◆ **REMEMBER THAT YOU ARE NOT THE CENTER OF THE UNIVERSE.** You **are not** the most important thing on employers' agenda. They are busy doing the work of the organization and may not get back to you immediately. Be patient and give them time before you follow-up.



➤ **Step 6: Marketing Your Talent: Interviewing**

- ◆ **Prepare for the interview and revisit your Interview Readiness Worksheet**
 - PRACTICE describing HOD and the answer to “tell me about yourself”.
 - Create STARS stories for valued/needed competencies you possess.
 - Manage your image (dress, appearance, language, readiness).
 - ◆ **Interview** (*See appendix for Interviewing Tips*)
 - Interview with more than one organization.
 - ◆ **Follow-up**
 - Send a thank you note within 24 hours of the interview.
-

➤ **Step 7: Email your Search Strategy Progress Report** to your internship advisor no later than four weeks after you submitted your initial search strategy plan.

➤ **Step 8: Selection: Choosing the Best Fit Site**

- ◆ **Assess the offer.** When you shop for clothes/shoes you do not usually buy just anything in any size, shape or color. You buy the things that fit well and that you like. Likewise, you should not take a job just because it is offered. Weigh your options and try for the best possible fit. Some criteria might be:
 - Offers opportunities to develop valued/needed KSAs and competencies included in your Individual Development Plan
 - Provides leverage into a job or graduate school
 - Has essential cultural dimensions
 - Living conditions are appropriate and safe
 - Transportation is workable
- ◆ **Manage multiple offers.** Practice how to ask for time to consider your options.
- ◆ **Choose** the internship that meets the HOD requirements and offers the best learning opportunity.

➤ **Step 9: Selection: Accepting the Offer**

- ◆ **Formally accept the offer** using the organization’s preferred communication method



- Clarify start and end dates (*start/end dates are linked to coursework and must align with the internship courses – students are not authorized to start early or late. Communicate dates with the organization NOW, not later*)
- Outline roles/opportunities/supervision relationships
- Obtain all contact data needed to complete the confirmation form
- Identify required administrative requirements/documents (visas, transcripts, drug tests, background investigations, legal papers, verifications of credit, etc.)

♦ **Send formal acceptance letter/thank you**

- Indicate that you are accepting the internship offer and thank the person for the internship opportunity
- Summarize agreed upon roles/learning opportunities briefly
- State the official start date of the internship. **The Internship Seminar coursework is linked to the weekly internship experience. It IS NOT acceptable to begin early or late, so ensure you have communicated the official start date requirement. Only the HOD internship director can waive the start date requirement and it must be approved PRIOR to the beginning of the semester.**
- Explain that the HOD Internship Office will mail an academic credit confirmation letter and provide a **Supervisor’s Handbook** prior to the start date.
- Indicate that you will call prior to the start date to review any specifics about starting the internship (dress code, parking, time for the first day).

♦ **Send letter of regret to offers that you have declined**

- Thank them for the opportunity and indicate that you are declining the internship offer
- In a professional way explain the internship you chose will provide better alignment both professionally and academically
- Keep in mind that you want to maintain this person in your professional network

➤ **Step 10: HOD Internship Office Administrative Process**

- ♦ **Submit Confirmation Form Online AND submit hardcopy to Mayborn 104**, with a copy of formal acceptance/thank you letter. The process is not complete until the hardcopies have been submitted
- ♦ **Submit required legal forms** (Abroad and Distance Experience only)



- ♦ **Attend appropriate mandatory orientation session**
- ♦ **Update HOD internship office** with any supervision or contact information changes or issues



HOD Internship Policies & Procedures



➤ Search Strategy Process Steps

Students must complete all required steps outlined in this handbook. The internship office provides advice on search strategy processes and maintains a database of potential internship opportunities that can provide a research and networking shortcut. The internship does NOT place students in internships or initiate contact with internship organizations for students. Students are responsible for developing and executing the internship search strategy and obtaining an appropriate internship. **Failure to complete all steps by the deadlines will jeopardize your internship registration. Students may be denied the opportunity to register for internship in that semester or all together.**

➤ Scheduled Appointments

If you will be late or are unable to attend your scheduled internship advising meeting, call **in advance** (322-8273). This allows the staff to adjust the schedule and use the time to help other students. Remember, the HOD internship is a transitional experience. Missing appointments or arriving late are inappropriate workplace behaviors that will negatively affect your professional reputation. **If you miss a scheduled appointment and do not notify us, you will have to meet with the HOD Director of Internships to explain and discuss your behavior** before you can proceed with the placement process. Repeated offenses could jeopardize your internship eligibility.

➤ Confirmation Issues

- ♦ **Deadline:** You must confirm your internship by the deadline to be registered for the HOD internship. This includes submitting the online confirmation AND submitting the hard copy registration to the internship office. Failure to submit the confirmation form by the deadline will jeopardize your registration.
- ♦ **Extension Requests:** If you have not confirmed an internship by the deadline and wish to continue in the search process for that semester, **you must submit a request for a deadline extension form by the confirmation deadline.** The internship office will evaluate the requests and students with **valid reasons** for needing an extension will be allowed to



continue. You will be required to provide search strategy process updates to your internship advisor. Students without a valid reason will be required to wait until a later semester to demonstrate they have the ability to develop and execute an effective search strategy.

Note: Extensions are NOT granted for students who procrastinate and fail to begin their search processes in a timely manner. Extensions are for students who can demonstrate that legitimate effort has been expended and they are being delayed by the organization’s final decision process or extenuating circumstances.

- ♦ **Missing the Deadline:** Students who fail to submit either a confirmation or a request for extension form by the deadline will be removed from the search process for that semester. Only the HOD Director of Internships can allow you to continue in the process and it will require valid extenuating circumstances. (“I was busy and forgot”, “I went home for a family event” or “I was off attending a Formal” are not valid extenuating circumstances!).
- ♦ **Changing your Mind:** Once you have accepted an internship offer and confirmed it with the internship office, you may not change your internship if a “better” offer comes along. If you decide to turn an internship down once you have accepted it, you will not be allowed to complete your HOD internship until the following semester. You will be required to submit a formal written declination letter to the organization and provide a copy to the Internship Office.

➤ Internship Dates

Start & End Dates: The Internship Seminar coursework is linked to the weekly internship experience. It **IS NOT** acceptable to begin early or late. **The internship office will not approve an internship that will not run the entire course term.** Like other class at Vanderbilt, the HOD internship starts at the beginning of the term and concludes at the end of the term in order to receive the course credit. Specific dates for each semester are found in the University Academic Calendar. If the dates of the internship organization do not fulfill the HOD time requirement **the internship will not be approved.** Requests for exception to this policy must be approved by the HOD Internship Director, **IN ADVANCE,** and will be granted only when extenuating circumstance mitigate the academic challenges.

➤ Mandatory Orientation Sessions



- ♦ **Off-Campus Orientation**: These sessions are scheduled toward the end of the semester and are posted on the calendar you receive when you confirm your internship. At the meeting you will receive information about the seminar, pre-work assignments and your internship city to help you make a smoother transition. These materials have information you will need about class locations, times, instructor contact information, etc. **This is a mandatory session.** Students who fail to attend the mandatory orientation are dis-enrolled from the internship courses.

- ♦ **Nashville Orientation**: This session is scheduled for the first day of class and may be broken into two separate sessions across the first week. You will be notified of the time/date via email to your Vanderbilt account, so you must check this account. It will also be posted on the OAK course. Because the 1st day of classes sometimes falls on a holiday, this session may be scheduled around the holiday to allow students to enjoy a 3 day weekend before they begin their internship experiences. For us to do this, we need students to be flexible about these dates/times. **This is a mandatory session, so plan your return to campus accordingly.** Students who fail to attend the mandatory orientation are dis-enrolled from the internship courses.

➤ **Internship Sites Approval Guidance**

- ♦ **New Sites**: Because the internship is academic, not vocational, students can intern in almost any organization, however, the HOD Internship office must give final approval for all new sites. Students are required to spend **32 hours per week on site**. There are three additional factors that must be met for approval:
 - 1) It must allow for the coursework (remember this **is not** a vocational internship.) This means two things – the site must allow you to attend the Monday internship seminar, and you must have the opportunity to unobtrusively study the organization and complete an independent work project.

 - 2) It must be safe and reputable. Vanderbilt will not approve any internship that puts students in unsafe situations or environments or in an organization that would affect the reputation of the University.

 - 3) There must be no conflicts of interest (family business, prior relationship, etc). The internship office **will not** approve an internship in a family business, for supervisors with which you have a prior close or personal relationship or with an organization in which you have already worked. When you submit your confirmation, an HOD Internship office staff member will contact any new placements to ensure the site will provide an appropriate learning environment.



- ♦ **Internships with Vanderbilt University.** The internship office **will not** normally approve internships with departments at Vanderbilt University. A major purpose of the internship is to help students begin the transition from being college students to contributing members of the workforce. An internship at Vanderbilt does not readily facilitate this transition. Students with a valid reason for interning within Vanderbilt University will need the permission of the HOD Internship Director and these exceptions will be granted in rare instances only. This exclusion does not include internships with VU Medical Center.

- ♦ **Distance Learning Internships.** The off-campus programs provide faculty-led learning activities to reinforce HOD core competencies in a supportive environment and each of the approved cities offer opportunities in multiple fields. However, if a student is offered a unique opportunity in other cities or countries, the internship office will consider the circumstances to determine if the learning potential mitigates the academic challenges. To be considered for these experiences, students must complete additional sections of the internship application by the application deadline. Student must be able to demonstrate that the internship will provide a unique learning opportunity (cannot be obtained in one of our internship cities), and that they have the maturity to complete the coursework in an unstructured and unsupported environment. The required letters of recommendation take time to obtain, so if students wait to the last minute to complete their application, they may find they are unable to obtain the letter of recommendation in time to meet the deadline. The application will be reviewed by the internship office to determine if the opportunity will provide adequate learning. **Opportunities for Distance Learning Internships are limited and not guaranteed.**

- ♦ **International Leadership and Development Track.** Because this track prepares students to work in international organizations and settings, the approval process for unique distance learning opportunities is slightly different. Students in the ILD track are allowed to include international opportunities as part of their search strategy. If an international experience is secured, the proposal and letter of recommendation must accompany the confirmation form. Because the timeline will be shorter should the internship be deemed unacceptable, it is important for students to remember the 3 approval requirements mentioned above. In most cases, safety is the critical issue associated with these internships. **Please note that this process applies only to international distance learning experiences.** ILD students wishing to pursue a distance learning opportunity within the U.S. must follow the same approval process as all other students.

- ♦ **Paid Internships.** The internship office does not encourage paid internships but they are not forbidden. Earning money is not the focus of the internship. Students should seek out the internship that will offer them the best learning experience and realize that most



of these positions are unpaid. Paid internships tend to be less flexible in allowing interns to set and pursue their own learning goals. If you choose to accept a paid internship, the internship office or Vanderbilt **will not** enter into any negotiations regarding remuneration. Before accepting a paid internship you need to ensure it will not be in conflict with your student role and responsibilities.



◆ Time Off

Time away from your internship is treated the same as any employee's time away from work. You should request time away from your internship through your supervisor **in advance**. Discuss the preferred process for requesting personal and sick leave with your supervisor and sign the statement on your work schedule form. As you will not accrue any personal leave time, you will be required to make up any hours missed for personal time. However, in case of illness, you are not expected to make up those hours. Students are not normally required to be on-site during Vanderbilt sanctioned breaks – these are indicated on the internship important dates calendar. Time away for family vacations will not be approved, as the commitment to the organization must be fulfilled within the University's academic calendar. Extended time away must be approved by the HOD Internship Director. Because the coursework is linked to the time at your internship site, students with extended illnesses that prevent attendance at the internship may be required to shift their internship to a later semester. Should this situation arise, the final decisions will be made by the HOD Internship Director and the Peabody Dean's office.

◆ Taking Additional Courses

The internship office has no formal restriction on taking courses in addition to the internship. However, we strongly advise students not take additional courses during this time as the internship is a very demanding experience. Like most semesters, you are enrolled in four courses, with all the coursework associated with four courses. However, unlike most other semesters, you will be working at least 32 hours a week at your internship site. You will not have time for additional coursework and both the internship and the additional course will suffer as a result. Your time on site will not be reduced to allow you to take additional courses. Before registering for any additional courses you will need to discuss this with the HOD Internship Director.



The HOD Internship Curriculum



As mentioned earlier, the focus of the internship curriculum is academic, not vocational. Students apply lessons from earlier coursework in a real world setting and produce workplace deliverables, which are graded. Students are also graded on how well they manage the self-directed learning experience. The seminars in every city use the same basic curriculum and there is very little variation in the cities however, international internships do include additional cross-cultural coursework. The main objective of the seminar coursework and deliverables is to help you integrate and apply classroom learning in an actual organization. **As the HOD internship is the capstone of the degree, the most important aspect of the internship is the graded academic portion.** When you are busy working inside your organization, it is very easy to lose sight of this.

You will be enrolled in 4 separate courses, each with their own learning objectives and course deliverables. However, the seminar only meets for 3 hours once a week, always on Monday and normally in the afternoon. Each course has the academic workload of any typical course at Vanderbilt – 1 big deliverable and several smaller ones. The coursework will link to concepts from HOD core courses, 1000, 1100, 1200, 1400, 1700, and 1800 to help you understand and explain the dynamics of your organization. Your track courses will also support and inform your coursework.

The Internship Courses are:

- ◆ **HOD 2900: Internship in Human and Organizational Development**
Pass/Fail, 3 (Summer) or 6 (Fall/Spring) credit hours

This includes the credit for the site participation (32 hours per week). Graded deliverables include attendance on site, evaluations, and a site assessment report. It is also linked to **successful performance** at your internship site.

- ◆ **HOD 2910: Advanced Internship Seminar** *3 credit hours*

This course assesses the student's ability to apply self-directed learning skills in an organizational learning situation and to use key theories of human and organizational behavior to understand, evaluate, and respond to personal work experiences. Deliverables include learning plans and a learning portfolio (evidence of what has been learned).



◆ **HOD 2920: Theoretical Applications** *3 credit hours*

This course assesses students' ability to demonstrate the competencies associated with the analysis portion of the organizational development/action research process. Deliverables include: data gathering plans, data analysis, S.W.O.T presentation and organizational analysis reports.

◆ **HOD 2930: Senior Project** *3 credit hours*

This course assesses students' ability to demonstrate the problem solving and project management competencies associated with the organizational development/action research process. Deliverables include: project management materials, project reports, the senior project and the senior project presentation.



More about the Senior Project



The senior project is the culmination of the action research/organizational development process. The senior project is a unique and useful product that should benefit both the organization and the intern. It is a professional piece of work that meets an organizational need. It should: build upon a strength; improve/eliminate a weakness; help to realize an opportunity; or help guard against a threat. The internship organization **does not** need to have identified the project before you start your internship. While some organizations may assign student projects, it actually works best if you discover the need through your SWOT analysis process, which happens at approximately week 6. You should not stress about identifying a project before this point.

The following are examples of projects that have been completed in the past:

- a proposal to reduce the overcrowded jail docket in the county court system
- a sales training program for a bank
- a webpage for a country artist
- a plan for a domestic violence workshop for state employees
- a handbook for the small investor at a stock brokerage firm
- an employee turnover analysis for a hospital
- a videotape orientation training in a several different languages for a large hotel chain
- a marketing plan for increasing an arts group's ticket subscriptions
- a survey for an arts organization marketing department
- a sibling bereavement notebook for a family resource center at a children's hospital
- a plan to implement a peer counseling program in a high school
- a P.R. videotape and plan to increase funding for a social service agency

As you can see, each project is a unique, yet useful product for the internship organization. The senior project should be a piece of **original** work. For example, it is not acceptable to simply edit a few pages of a training manual and turn it in as your own. When discussing internship possibilities with potential supervisors, you should ensure that they understand and will support the requirement for a senior project.



Frequently Asked Questions



◆ **Help?**

If you are experiencing problems with your search strategy, ask for help from the Internship Office. The confirmation deadline date is not the time to let us know you have experienced problems during your search that have kept you from securing an internship.

◆ **How many students can go to the off-campus cities?**

An internship in one of the off-campus cities provides a much richer learning experience. Students develop increased confidence and have a more thorough transitional experience when they intern in a different city. As a result, the HOD Internship Office wants to extend the opportunity of off-campus internships to as many students as possible. However, practical considerations often limit the number of slots in off-campus cities. This is done to assure the quality of the learning experience and for our office to make the necessary arrangements for an off-campus seminar instructor. Restricting the number of students is a last resort, but if this situation arises, students considering those cities will be notified about the number of spaces available and the process by which those students will be confirmed.

◆ **Where can I live while off-campus?**

Students are responsible for acquiring their own housing. In HOD 1400, you conducted city research, including housing information, commuting information, etc. You will apply the lessons from those assignments to help choose the appropriate internship city and locate appropriate housing. The HOD Internship Resource Center has limited student housing information available and it is also posted on the internship website. There are numerous on-line Internet services to assist students in their search for appropriate housing.

◆ **What if I get an internship offer in another city?**

An internship must be in one of the approved cities. The Internship Office has established an infrastructure in each of the approved cities for the student to receive academic supervision for the weekly internship seminar. However, if the opportunity is unique (cannot be obtained in any of the other cities) and offers a tremendous learning experience, you can submit it for distance learning consideration. Remember, unless you are an ILD track student with an international internship opportunity, the distance learning proposal must be submitted by the application deadline. If you discover this unique internship while implementing your internship search strategy, you will have missed the application deadline.

◆ **What if they will not give me an answer?**



Days or weeks may go by following your interview without you receiving a formal offer. Internship placements are a two-way street -- matching a student with the needs of the organization. Organizations will often interview a number of students from several universities before selecting their ideal candidate. During your initial interview, be proactive by establishing a time frame, which is supported by the confirmation deadline date. You need to communicate the deadlines with the interviewer. (Please refer to *8 Reasons You May Not Be Getting an Internship* in the appendix for more insight.)

◆ **Are there internship scholarships available?**

Scholarship Information is provided on the next page.



Scholarship Opportunities



The Joel C. Gordon Honor Scholarship

The Joel C. Gordon Honor Scholarship was endowed in 1998 by William J. Hamberg, CEO of Medisphere Health Partners, to honor his friend and mentor, Joel C. Gordon, chairman and CEO of SCA Management Company, Inc. The scholarship benefits HOD junior or seniors who are interested in careers in the health care industry, with special consideration given to entrepreneurial ventures.

The scholarship will be awarded to a student who is completing their HOD internship in the healthcare industry in the Nashville area. The scholarship can either fund a special internship project or can go toward course tuition.

Students must apply to be considered for the Joel C. Gordon Honor Scholarship. The application form is available on the HOD Internship webpage. Contact the Human & Organizational Development Internship Office at 322-8273 for further information.

The Ingram Honor Scholarship in Community Development & Social Policy

Orrin Ingram, President and CEO of Ingram Industries, endowed the Ingram Honor Scholarship in Community Development & Social Policy in 2002 to recognize the importance of non-profit organizational effectiveness. The scholarship benefits HOD junior or seniors interested in careers in community development, with special consideration given to non-profit leadership management.

The scholarship will be awarded to a student interning with Boys & Girls Clubs of Middle Tennessee. The scholarship can either fund a special internship project or can be used for course tuition.

Students need to apply to be considered for the Boys and Girls Clubs Scholarship. Contact the Human & Organizational Development Internship Office at 615-322-8273 for further information.



Appendix



Tips for Executing Your Internship Search Strategy



Resources for Implementing the Process of Organizational Fit



Identify who you are at your core

Identify Values: <http://www.stewartcoopercoon.com/jobsearch/career-values/>
Evaluate Skills: <http://www.stewartcoopercoon.com/jobsearch/motivated-skills/>
Explore Personality Style: Review Myers Briggs Personality Assessment
Read Tieger & Barron-Tieger (2008) Do What You Are MBTI Chapter
Develop an Alignment Analysis to evaluate, reflect and identify industries that align with your findings

Explore what you need to be connected to the world of work

- Complete ONET Skills Sort
<http://online.onetcenter.org/skills/>
- Research Vault Industry Guides & Hoovers Industries Data
<http://www.vanderbilt.edu/career/resources.php>
- Research Department of Labor Resources for industries of interest
<http://www.bls.gov/audience/jobseekers.htm>
- Implement Networking Skills and Conduct Informational Interviews
- <http://www.youtube.com/watch?v=cTU2FkVyoUw>
- http://www.quintcareers.com/printable/career_networking_myths.html
- Understand Social Networking http://www.youtube.com/watch?v=6a_KF7TYKVC
- Utilize VUConnect <http://www.vuconnect.com/>
- View video Taped Informational Interviews <http://peabody.vanderbilt.edu/x7486.xml>
- Develop a Network Analysis Spreadsheet
- Revisit your Alignment Analysis

Implement Career Marketing Process

- Research your target companies and collect market research
- Create customized resumes, cover letters, references and thank you letters
- Practice your interviewing skills – create your positioning statement, learn how to describe your major, and develop responses to questions using the STARS format
- Use the www.vanderbilt.edu/career resources for assistance with all your career marketing tools



Tips for Conducting Market Research



Use the Quintessential Careers Guide to Researching Companies as a resource for this important step: http://www.quintcareers.com/researching_companies.html.

Step 1: Research Organizational Mission and Vision

- ♦ What are the company's name, mission and/or vision?
- ♦ Where (city, state) is the company located?
- ♦ How does the company align with your personal career mission and goals?
- ♦ What values and goals are unique to the company?
- ♦ How will your personal skills and abilities help the company reach their mission?
- ♦ Based on your knowledge of the company mission what knowledge, skills and/or abilities do you need to develop to be successful in this industry?

Step 2: Research Organizational Strategy

- ♦ Does the company have a strategic plan?
- ♦ If the company does not have a strategic plan posted online, search for outlined goals and objectives and bring a copy to class.
- ♦ How does the company plan to accomplish its mission and vision?
- ♦ What plans or objectives does the company have in place to close the gap between the present reality and the ideal?
- ♦ What are the external factors affecting the company including:
 - ♦ What competition exists?
 - ♦ What is competitively unique about the company and is difficult for competitors to copy?
 - ♦ What policies/laws affect the company?
 - ♦ How does the company market their services?

Step 3: Research Organizational Practical Level

- ♦ Identify any techniques that your best fit company uses to stay aligned?
- ♦ Identify a job description or job posting for the company. Consider this question: Would you be a good candidate for this position and consider the following:
 - ♦ What personal experience, education and training do you need to obtain to apply for this position?
 - ♦ What emotional intelligence, KSA, and competencies are required for the position?
- ♦ Identify the recruitment and/or hiring processes used by the organization. For example, do they post jobs online, provide a link to a job search engine, have online applications, is networking and referrals the primary source of "breaking in", and/or do they hire from their internship program?
- ♦ Identify contact names and information for key decision makers.
- ♦ Update your Network Analysis Spreadsheet with this data.



Using Email Cover Letters Effectively



Once you have identified and conducted market research on your target organizations, you need to develop a customized cover letter and resume for each site you plan to apply. Send a customized cover letter and resume via email in one attachment to the contact person you identified in your market research. It is also always a good idea to mail a hard copy of your resume and cover letter to the employer on the same day.

Please refer to this article by Natavi Guides (2002), www.nataviguides.com/press_2002.html, for suggestions on *How to Use Email Cover Letters Effectively* by the student editors of **Scoring a Great Internship**, a *Students Helping Students™ Guide*.

Email applications have made it incredibly easy to apply to as many as organizations as you would like; often it takes nothing more than writing a "cover email" and adding your resume as an attachment. But be careful when composing an email cover letter; by being too informal and not using an appropriate format, you risk offending the reader and presenting yourself as overly casual and sloppy. Remember: mailing out bushels of resumes only leads to 8/100 jobs and internship offers.

Emails obviously appear less formal than actual letters, but that does not mean you can refer to the company's president by her first name or make grammatical or spelling mistakes. If you write an email cover letter, it should look exactly like your paper one in terms of format. You should continue to address the recipients of your emails using "Mr. /Ms." until they either explicitly state that it's okay to use their first name or until they sign their emails using only their first name.

One way to avoid falling into the trap of informality is to attach your cover letter to the email along with your resume and any other required materials. You should format and compose the attached cover letter exactly as you would a paper cover letter. The body of your email can indicate your interest in an internship and then note the fact that you have attached a cover letter along with your resume. Keep it brief and format it as a formal paper letter. This email will be the first thing your potential employer sees, and you do not want to ruin your chances of being interviewed or seriously considered for the internship by coming off as unprofessional. You may want to convert your letter and resume to a PDF file. Word files often skew the margins when opened in different systems. This can ruin the effectiveness of your resume.



And avoid sending emails from a silly-sounding or suggestive email address (i.e. Vandygirl@aol.com or hotbabe@gmail.com); it looks immature and, worse, it might be mistaken for spam and get deleted. Always include "Application for XYZ Internship" in the subject line of your email.

Here is an example of what **NOT TO** do with your email cover letter. It is appropriate for a note to a friend, but hardly as a formal inquiry to be sent in place of the cover letter we used as an example earlier.

Nick-

I saw the summer internship listed on Shakespeare's website, and I think I would make a great candidate. Here's my resume and I hope to hear from you soon.

*Thanks-
Chris*

Instead, an email introduction should look something like this:

Dear Mr. Anderson:

I am inquiring about summer internship opportunities with your organization. I have attached both my cover letter and resume for your review.

Thank you for your time. I will follow up with you on Thursday to ensure you have received my information.

*Sincerely,
Chris Stephens*



Sample Cover Letter



August 3, 2010

Vanderbilt University
VU Station B #35XXX
2301 Vanderbilt Place
Nashville, Tennessee 372XX-XXXX

Ms. Jane Doe
Manager
Public Relations Department
First Bank and Trust
123 Financial Drive
City, State XXXXX-XXXX

Dear Ms. Doe:
(Unless the person has indicated otherwise, use Ms. for women, or a professional title)

Opening paragraph: State you are an applicant and specify the position of work for which you are applying. Indicate how you learned of the opening. Use a mutual acquaintance/friend's name if appropriate.

Second paragraph: Express your motivation for applying. State your compatibility for the position/target job/company. Highlight your qualifications related to the opening or organization. Expand pertinent information from your resume. Relate additional relevant information not on your resume. Keep your company research in mind. Sell, emphasize, showcase, and highlight to the employer why you are the best candidate for the position.

Concluding paragraph: Show consideration for the reader. State when you will make contact concerning an interview. Include your contact information and use your Vanderbilt e-mail address. Thank the reader.

Sincerely yours, (or another formal closing)

Signature (if letter is sent in print form)

Typed name

Enclosure: resume



Follow up Strategy



- Wait approximately five to seven business days from the date you emailed the cover letter and resumé to CALL and follow up with the employer. This allows time for the resumé to arrive, make its way to the correct desk and be read.
- Call or email your potential employer or a contact person. It is unlikely that the person you are trying to contact will answer the phone, so you need to be prepared to leave a message or talk with a screening employee. Sound authoritative and purposeful. Ask for the person you are calling by name and be honest if asked what the call is regarding.
- Ask for voice mail if you are asked to leave a message. Do not leave a message with the secretary or receptionist if at all possible. By taking the voice mail approach you can leave a message that is more specific and communicates your interest in the position.
- Plan what you are going to say ahead of time whether you leave a message or talk to your target person. State your name clearly and say that you are following up to make sure your resumé was received. Hit a couple highlights from your resumé relating to the position and ask when interviews will take place.
- Ask when you can expect a call about interviews (if you are unable to schedule an interview at this time) and ask if you can follow up again at a later date.
- The reality is that the individual you are trying to contact has a heavy workload. If the person does not get back with you immediately it does not mean that the organization is not interested in you. Because of high priority matters, the contact may not be able to get back with you within 24-hours, a few days, or, sometimes, a few weeks. This is another reason why you should not wait until the last minute to begin your search. There may be good reasons for not getting back to you, e.g., vacation, death in family, or business travel. Indicate in any messages you leave the deadline date you have for solidifying an internship. If an e-mail address has been provided you may wish to use this method. The old axiom “The squeaky wheel gets the grease” applies here. Just do not squeak too much!
- Days or weeks may go by following your interview without you receiving a formal offer. Internship placements are a two-way street -- matching a student with the needs of the organization. Organizations will often interview a number of students from several universities before selecting their ideal candidate. During your initial interview, be proactive by establishing a time frame, which is supported by the



confirmation deadline date. Ask the question: When do you plan to fill this internship position and when should I follow up with you? Also let the person know that because you will be receiving credit for this internship you have a registration deadline and ask if you can expect a decision by that deadline. If not, you will have to decide if waiting for the organization selection process is worthy of submitting an extension request or not.



The Interview Process



◆ On-Site Interviews

Most sites will require an on-site interview. **When at all possible, we recommend an in-person interview because it will give you the opportunity to get a feel for the culture and the individuals who work in the organization.** Regardless of the type of interview, you need to prepare. Remember, impressions are formed within the first few seconds of any encounter – make sure you make a positive first impression to build upon during the interview.

- **Why Morning Interviews are the Best.**

Research shows that 83% of executives are more likely to hire AM internship/job seekers. And 70% of all hiring decisions are made before 11:00 AM. So obviously, if you can help suggest the time of an interview, make it before 11:00 AM.

Avoid Mondays and Fridays. On Monday, people tend to have too much to do and on Friday they are anticipating the weekend and ready to get out of the office. So the very best times for interviews are Tuesday, Wednesday or Thursday mornings between the hours of 8 a.m. - 10:00 a.m.. The little things can tip the scale in your favor.

- **Be on time!**

In general, if you are late to an interview, the employer will get the impression that you are unreliable, or that you really are not interested in the position. If you can, make a test run the day prior to your interview. Drive to the location the exact time of day you will on the day of your interview. This will allow you to plan for traffic delays or construction. If on the day of your interview you are running late, take a minute to call them. You may be able to come in a few minutes after your scheduled appointment, or they may ask you to re-schedule. The schedule of the interviewer takes first priority.

- **Dress appropriately.**

Your appearance can say a lot about your attitude towards the position. If in doubt, it is better to be dressed slightly more formally than your interviewer.

- **Bring extra copies of your resume.**

The interviewer should have one already, but be prepared to give him or her another if requested.

- **Practice common interview questions and prepare your own list of questions to ask.**

Employers often have a list of favorite and common interview questions. Refer to the back of this handbook for a list of common interview questions. You will also want to prepare a



list of 5-7 questions to ask the employer. This makes the employer feel as though you are interested in the position and that you have done your homework prior to the interview. It also allows you to gather information you may need to assess good organizational fit.

- **Follow up: Self Evaluation & Thank You Letters.**

Take an objective look at how you performed in the interview. Identify areas of strength and weakness and look for ways to improve. Interviewing is a life skill, learned by practice. Look at every interview as an opportunity to practice and learn.

If your parents did not ingrain it in your head, then we will: THANK YOU NOTES are not only polite but an essential part of being a professional! It creates a positive and professional impression to send notes immediately following all interviews. Once you have accepted a internship, is also required, to send an acceptance letter to your chosen site **and** a letter of regret to other sites where you interviewed. A copy of the acceptance letter must be submitted to the HOD office with your confirmation form.

Source: Dan Miller, *48 Days To The Work You Love*, page 63.

- ◆ **Telephone Interviews**

In some instances, a telephone interview will substitute for an in-person interview (especially for internships outside of Nashville).

Who conducts telephone interviews and why?

Employers may choose to conduct telephone interviews for several reasons:

- To screen applicants, make first cuts, or determine if they want to arrange a face-to-face interview.
- To interview for an internship position. This may be the only interview for an internship.
- Students may initiate a phone interview as part of their job search to conduct an informational or networking interview.



When does a telephone interview occur?

A telephone interview may result from several different situations.

- You are networking and the employer begins a screening process immediately.
- You are called because you submitted a resume and cover letter.
- You and the employer have arranged a specific time for the interview.

How do you prepare for a telephone interview?

The unexpected interview -

While you are conducting your job or internship search, be prepared for the "unexpected" telephone interview. A call may come in at any time.

Check your outgoing message on your voice mail system. Is it professional? Is it the type of greeting that you would want an employer to hear? Remember, first impressions stick. Keep a copy of your resume, your calendar, and note cards with information about all the employers you are actively pursuing by the telephone. Have notepaper and a pen to take notes during the conversation. You may want to have copies of correspondence you have sent or received from the employer to remind you of your current status.

The scheduled interview -

If your telephone interview is scheduled in advance, be at your phone early and be prepared to be available for a longer period of time (e.g., the call may be scheduled from 5:00-5:30, but might actually take place 5:10-6:00.)

NOTE: It is best to use a wire line rather than a non-wire (cellular) in order to have a clearer reception. (Please refer to *Telephone Tips* for more insight.)

◆ Tips for Telephone Interviews

It is okay to take a few minutes to compose yourself if the call comes unexpectedly. Excuse yourself to turn down loud television or stereo equipment. If roommates or guests are in the room, you may want to go to another room with a telephone extension so you will not be distracted.

Take a deep breath and return to the phone composed. Remember, this is a **REAL** interview and all the usual guidelines apply.



Guidelines

- Sit up straight and smile. Your composure comes through even when the caller cannot see you. Make an effort to sound alert and "perky."
- Do not eat, drink, smoke, or chew gum during the interview. The sounds of these activities carry over the phone.
- Do not be overly relaxed or familiar just because you are sitting at home. Use the interviewer's surname (e.g. Ms. Smith).
- Immediately write down the interviewer(s) name(s). There may be more than one person interviewing you (via speaker phone).
- Do not answer other calls received through call waiting during the interview.
- Speak clearly and directly into the phone.
- Take notes. Jot down key words of the questions as they are asked of you so you can be sure you are addressing the important elements. Also, keep track of how you answered questions and information you are given about the employer. These notes will be valuable when you are preparing for the face-to-face interview.
- Do not talk too much. Keep up your end of the conversation and answer all questions in full but do not ramble. Try to pick up cues from the employer in terms of how extensive your answers should be. You might ask, occasionally, something like, "Does that answer your question?" or "Would you like for me to elaborate further?"
- Do not give "yes" or "no" answers if more detail is needed. Remember that this is your opportunity to let the interviewer know why you are a strong candidate for the position.
- If a question catches you off guard, just ask for a moment to think about it, and then do your best.
- Do not call attention to weaknesses or areas that you lack.
- Do ask follow-up questions: "What are the next steps in the interviewing process?" "What will be covered in the next round?" "What are you seeking in a candidate?"
- Remember to say thank you at the end of the interview and express your continued interest in the position. Address the interviewer(s) by name.
- Send a formal thank you letter, along with any additional information the interviewer(s) may have requested.



◆ Sample Interview Questions

Here are some commonly asked questions. Preparing answers to these types of questions before an interview will enable you to respond better in the actual setting. However, there are always questions that may catch you off guard, such as “If you were a flavor of ice cream, what flavor would you be and why?” If you are asked a question like that, try to answer in a straightforward manner. Also, feel free to take a moment to think about your answer before you start speaking.

1. Tell me a little bit about yourself.
2. Tell me about your job experience.
3. Why do you feel that you’re qualified for this job?
4. What’s the ideal job for you?
5. What is your management/leadership style?
6. Why should I hire you?
7. How much money are you looking for?
8. Why do you want to work for this company/organization?
9. What are your strongest assets for this job?
10. What do you know about this company/organization?
11. What are your strongest accomplishments?
12. What are your major strengths? Weaknesses?
13. What job responsibilities in previous jobs have you liked best? Least?
14. What things could you do to improve our operation?
15. How do you work under pressure?
16. How long will it take you to become productive in this job?
17. Who have been your role models? Why?
18. How would your peers describe you?
19. How would a former supervisor describe you?
20. Describe your personality.
21. What are your long-term goals?
22. How do you feel about extensive travel?



23. How do you feel about extensive overtime?

More sophisticated interviewers will ask more behavioral oriented questions. You will be asked to describe your behavior in particular situations. Here are some examples:

1. Tell me about a time when you had a difficult problem to solve.
2. Tell me about a time when you had to use your persuasive skills to get what you wanted/needed.
3. Tell me about a good/bad teamwork experience you have had.
4. Describe an experience that will show me something about your character.
5. Describe a challenge you overcame.
6. Give me an example of a time you assumed a leadership role.

◆ Questions You Might Want To ask

The interview is not only a time for an organization to make a decision about you; it is a valuable opportunity for *you* to make a decision about *them*. As you are on site for your interview, take note of your surroundings, including the office environment, dress code, location, and the people you encounter. Also, in the interview, you should have the opportunity to ask questions as well. Here are some examples of questions to obtain information about the company.

1. *To whom would I report? Who would serve as my internship supervisor?*
2. *Who would be my key co-workers in this job?*
3. *What are the objectives that I would be expected to meet?*
4. *What are the top priorities for this position?*
5. *What qualities are most important for success in this organization?*
6. *Do you have any concerns about my qualifications?*
7. Show your research. Example: *I understand your company has recently developed a new product, X. Would this position be involved in the marketing of the new product?*
8. *What type of projects are interns involved in?*
9. *What is a typical day like for an intern?*



Interview Checklist



Go into each interview with the goal of getting an offer. The impression you create will ultimately determine your search success.

Use this checklist as a guide:

- Research the organization
- Review potential interview questions and prepare STARS responses
- Practice
- Prepare your image (proper dress, demeanor)
- Arrive on time
- Respond succinctly to questions asked
- Listen well; observe the atmosphere and culture
- Be enthusiastic, interested, and confident
- Avoid discussing details of your personal life
- Establish next steps at the end of the interview
- Send a thank you letter
- Follow up by phone or e-mail



Sample Thank You Letter



August 3, 2010

Vanderbilt University
VU Station B #35XXX
2301 Vanderbilt Place
Nashville, Tennessee 372XX-XXXX

Ms. Jane Doe
Manager
Public Relations Department
First Bank and Trust
123 Financial Drive
City, State XXXXX-XXXX

Dear Ms. Doe:
(unless the person has indicated otherwise, use Ms. for women, or a professional title)

Opening paragraph: Express Gratitude for the interview and information received. Comment on noteworthy aspects of the interview or information.

Second paragraph: Highlight your motivation and interest related to the opening or career field. State your qualifications for the opening and your compatibility to the company and its needs.

Concluding paragraph: Repeat interest in company/position. Provide your contact information and use your Vanderbilt e-mail address

Sincerely yours, (or another formal closing)

Signature (if letter is sent in print form)

Typed name



Tips on Using Social Media in your Search Process



We can no longer deny that social media has become a very powerful force in the world of networking, building relationships, exploring careers and finding internship and job opportunities. Although it can be a fast and relatively easy method for researching and connecting with others there are some very important etiquette and privacy standards that should be upheld when using social media tools. In addition, social media and online research should be only one of the tools used for implementing your search, not the sole method. It is critical to maintain and cultivate relationships over the phone and in person through face to face networking and informational interviewing. Research continues to indicate the number one way to find a job or internship is to use your network and develop a relationship with someone on the inside of the company that you want to work refer your name. Review the tips and websites for how to navigate the social media tools to drive and support your search strategy.

LinkedIn

LinkedIn is the leading professional social media networking in the world. According to LinkedIn company data, over 60 million professionals, 200,000 organizations, 150 industries, 2.1 million students, and 37,000 university groups are currently using LinkedIn. View the links below to learn why you should join as a students and tips for how to use the tool in your search strategy.

<http://learn.linkedin.com/what-is-linkedin/>

<http://learn.linkedin.com/students/step-1/>

Facebook

The line between using Facebook as a social and professional tool is blurry. If used professionally, Facebook can be great for building relationships with friends and potential co workers. Organizations seek out your Facebook pages and you need to be aware of the type and amount of information you are sharing. Evaluate your profile and clean up your image. Limit the photos you post, simplify your profile by removing excess graphics, and monitor the friends you choose. Use this site for tips on how to monitor privacy settings on your Facebook page.

<http://www.allfacebook.com/2009/02/facebook-privacy/>



Eight Reasons You May Not Be Getting an Internship



1. LACK OF ENTHUSIASM

You do not have to be a David Letterman or Ryan Seacrest, but you must express enthusiasm for a job if you don't want to be weeded out immediately. Enthusiasm, boldness, and confidence will often do more for you in an interview than another college degree.

2. LACK OF INTERPERSONAL SKILLS

When a candidate even hints at an inability to get along with others, it dramatically weakens that person's chances in an interview. While this sounds obvious, it's surprising how open some people are about their faults. Someone who interrupts frequently will not be seen as a good team player.

3. WHAT'S IN IT FOR ME

We know you want to know about how the internship will benefit you, but don't lead with these questions. First, the employer will want to know what you can do for them. You can't negotiate before you have been offered a job. Convince the employer that you are the right person for the job.

4. UNCLEAR JOB GOALS

Do not be a generalist. Be clear about the job you are seeking. If the interviewer gets the impression that you are just looking for a job rather than a specific opportunity to use your skills you will probably sabotage your chances of getting the position.

5. POOR PERSONAL APPEARANCE

The key here is to fit in with the organization you are contacting. I will defend your right to wear cutoffs and a baseball cap, but if you really want a job, you must dress appropriately. Many times I hear people who are irritated about not being given a job when they have a nose ring, bad breath, and unshined shoes. Keep in mind that organizations hire people, not credentials and experience. If they don't like you, it doesn't matter how great your experience is, you won't get the job.



6. UNPREPARED FOR THE INTERVIEW

If you fumble when asked basic questions, you will appear unprepared and uncaring about the process. When asked, "Tell me a little about yourself" you

should have a concise 2-minute answer; 15 seconds about your personal background, 1.5 minutes about your work experience, and 15 seconds about what you can do for this company. Your time spent in preparing for the interview will be time invested wisely.

7. NOT BEING CLEAR ON YOUR STRENGTHS

You should be able to state without hesitation, three characteristics that would make you a great candidate for any given job you are applying for. If you cannot clearly identify your strengths, no interviewer will convince you what they are.

8. NOT SELLING YOURSELF

Even if you would not enjoy selling vacuum cleaners door-to-door, you have to realize that in the interview process, you are selling yourself. Especially in today's market, you have to promote yourself. Follow-up immediately with a thank you note and a telephone call three or four days later. It's a good way to reinforce your interest in the job as well as ask a question or two you may have forgotten in the interview.

Today's workplace is desperately seeking competent workers. Know how you are gifted, present yourself with confidence, follow up, and be ready to have multiple offers from which to choose.

Source: Dan Miller, *48 Days To The Work You Love*, pages 59-72



Conducting Occupational Research

Go to the ONET website <http://online.onetcenter.org/> and research the occupational category.

- Click on “Find Occupations”
 - Type in the name of your occupational field category.
 - Click on the link for the job title that best fits your occupation
 - **Print** the information provided including tasks, knowledge, skills, abilities, work activities, job zone/education required, interests, work values, and related occupations.
- Scroll to the bottom of the page to the “Wages and Employment” Section
 - From the drop down box select the city you intend to find employment and then click “Go”
 - This will generate an Occupational Profile, print this report.
- In the Related Content Box click on “View Career Video” (*note: some careers do not have a “career video”*) in the Related Content Box. Watch the video, and take notes on the information you gather.

Occupational Field Categories

Advertising: Advertising is defined as the art of positioning and creating brands and persuading consumers to buy them through messages in mass media. Once an advertising campaign is constructed it is normally advertised via the following media options: television, print, radio and out of home. Major career paths in the field of advertising include account services (managing the relationship between the agency and the client), media services (responsible for buying and planning of ads), creative services (developing a creative strategy into a compelling ad), account planning/research (function as the voice of the consumer within an agency), traffic managers (the schedulers and approvers of the creative processes) and production (print and broadcast production specialists work closely with magazines, radio and TV to “produce” ads) (www.vault.com).

Arts Administration: Arts administration encompasses people who work in museums, historical sites, and similar venues; in educational institutions; or in Federal, State, or local government. A few of the job titles in this field, including archivists, curators, and museum



technicians, work for museums, governments, zoos, colleges and universities, corporations, and other institutions that require experts to preserve important records and artifacts. Archivists and curators may coordinate educational and public outreach programs, such as tours, workshops, lectures, and classes, and may work with the boards of institutions to administer plans and policies. They also may research topics or items relevant to their collections (Occupational Outlook Handbook).

Communications: The field of communications is broad. Employment opportunities can be found in but not limited to broadcasting, writers and editors, corporate communications, announcers, interpreters, and translators. Many of the professionals work in jobs at large metropolitan and national newspapers, broadcast stations, and magazines; however small publications, broadcast stations and online newspapers and magazines provide the best opportunities. Good writing ability is essential in this occupational field (Occupational Outlook Handbook).

Community Development: The community development occupational field focuses on careers in community and for-profit organizations in the public and private sectors, government and policy organizations, non-profit agencies, housing, and community development banking. Practitioners of community development often take on roles of organizing meetings and investigating concerns that compromise a community's character. The main goal of this field is to improve local communities

(http://www.peabody.vanderbilt.edu/Microsites/Academic_Department/Human_and_Organizational_Development/HOD_Undergraduate_Program/HOD_Track_Summaries/Community_Leadership_and_Development_Track.xml).

Education & Training: The education and training field includes a variety of institutions that offer academic education, vocational or career and technical instruction, and other education and training to millions of students each year. This industry includes jobs within elementary, middle, and secondary schools, and postsecondary institutions. In addition, institutions that provide training, consulting, and other support services to schools and students, such as curriculum development, student exchanges, and tutoring fall into this occupational field. Also included are schools or programs that offer nonacademic or self-enrichment classes, such as automobile driving and cooking instruction, among others (Occupational Outlook Handbook).

Event Planning: Event planning is the process of planning a festival, ceremony, party, competition or convention. Event planning includes budgeting, establishing dates and alternate dates, selecting and reserving the event site, acquiring permits, and coordinating transportation and parking. Event planning also includes some or all of the following, depending on the event: developing a theme or motif for the event, arranging for speakers and alternate speakers, coordinating location support (such as electricity and other utilities), arranging decor, tables, chairs, tents, event support and security, police, fire, portable toilets, parking, signage,



emergency plans, health care professionals, and cleanup. Event planners may work within large corporations or open their own businesses (www.wikipedia.org).

Fashion: Fashion is not all glitz and glamour. It is a tough occupation to break into, but the opportunities are unlimited. The fashion occupation includes jobs in design and product development, manufacturing, buying & merchandising, retail, cosmetics, publishing, & modeling (www.vault.com).

Finance: Many individuals in this industry oversee the preparation of financial reports, direct investment activities, and implement cash management strategies. Duties in the finance industry vary with their specific titles. Accountants, investment bankers, financial planners, and stock brokers fall under the finance occupational title (Occupational Outlook Handbook).

Health Care Management: Health care managers are involved in the delivery of health care and the development of public policy regarding financing of and access to health care. Health care managers work for health care organizations and individuals, from physicians groups to hospitals, to insurance companies and government agencies (www.vault.com).

Health Services: Healthcare is the service offered by nurses, medical physicians, radiologists, dentists and other health professionals in the prevention, treatment and total preservation of the physical and mental well being of a person or persons. Some of the areas of specialization include nursing, radiology, dentistry, therapy and social services (<http://www.career-descriptions-and-jobs.com/jobs-in-healthcare.html>).

Human Resources: Typical HR responsibilities are focused in major areas such as recruiting and staffing, compensation and benefits, training and learning, labor and employee relations and organizational development. These areas all deal with helping employees in an organization perform more effectively and satisfactorily on the job (www.vault.com).

Human Services: Those working in human service have specialized training - whether earned through school or on-the-job - as a helping professional. You could hold a variety of positions, whether in residential care, correctional facilities, homeless shelters and food banks, substance abuse programs, organizations dedicated to children and families, poverty and employment services, child and elder care operations, mental health agencies and domestic violence efforts. Your role may include helping others obtain services, monitoring and keeping records, organizing or leading group activities, assisting clients in mastering everyday living skills and modeling healthy behaviors for residents or clients (<http://www.hscareers.com/>).

Interior Design: Residential interior decorators, contract interior designers, designer show rooms, architectural firms, furniture designer and specialty design (kitchen and bath) all fit within the occupational field of interior design. Designers are known by the type of project for which they typically work (www.vault.com).



Law: The occupational field of law includes lawyers, also called attorneys, which act as both advocates and advisors in our society. As advocates, they represent one of the parties in criminal and civil trials by presenting evidence and arguing in court to support their client. As advisors, lawyers counsel their clients about their legal rights and obligations and suggest particular courses of action in business and personal matters. Whether acting as an advocate or an advisor, all attorneys research the intent of laws and judicial decisions and apply the law to the specific circumstances faced by their clients. Lawyers may specialize in a number of areas, such as bankruptcy, probate, international, elder, divorce or environmental law. This field also includes paralegals and other judicial workers (Occupational Outlook Handbook).

Marketing: Marketers use market research as well as their own experience observing consumer behavior to create winning marketing strategies. A marketer can have various job titles including brand manager, associate or product manager. Their goal is to increase sales. Each company's organizational structure and type of consumer defines the role marketing will play (www.vault.com).

Music Business: This occupational field typically conjures up images of Rock & Roll stars, agents, and producers. While this is true, if you look further you will see that there are many different career opportunities to choose from in the music industry. Besides the well-known and coveted jobs of pop star, producer, agent, songwriter, recording technician, and even "roadie", the music industry also includes instrument manufacturers and repairpersons, publishers, those in retail music sales, and many more (www.menc.org).

Organizational Consulting: Consultants offer skill in assessing and solving business problems and are hired by companies who need their expertise, outside perspective and/or extra set of hands. Management consulting firms can specialize in giving advice in a variety of industries including technology, marketing, finance, operations or human resource specialists. The one common product consulting firms have to offer is to make problems go away. Consultants are problem solvers (www.vault.com).

Public Policy: The occupational field of public policy provides professionals both a scholarly and an applied understanding of the interactions in a democracy between politics, economics, and governments. Job titles in this industry may include policy analysts and leaders in public service, both in and out of government (<http://www.peabody.vanderbilt.edu/x3706.xml>).

Public Relations: It is hard to give an all encompassing definition of public relations because it is practiced in so many different ways for people and organizations. PR includes publicity, press agencies, book publicity, propaganda (for the government) corporate communications, crisis management and advertising. PR professionals create a distinction between reality and what is presented in the media. PR agents spend a lot of time brainstorming story ideas to relate to their clients then call journalists to "pitch them". Most public relations professionals work in one of



three areas: PR agencies (pitching services to for profit and nonprofit firms), corporate communications (working for the client), or as publicists (serving the communication needs of specific individuals) (www.vault.com).

Real Estate: Most individuals identify real estate as the buying and selling of commercial and residential property. The occupation encompasses the fields of construction, mortgage banking, property management, real estate appraisals, brokerage and leasing and developing. In addition, many others are engaged in corporate property, real estate lending in commercial banks, savings and loans and insurance companies (www.vault.com).

Sales: Sales representatives are an important part of manufacturers' and wholesalers' success. Regardless of the type of product they sell, sales representatives' primary duties are to make wholesale and retail buyers and purchasing agents interested in their merchandise and to address any of their clients' questions and concerns. Sales representatives demonstrate their products and explain how using those products can reduce costs and increase sales. Sales representatives, regardless of where they are employed, may work in either inside sales or outside "field" sales. Inside sales representatives may spend a lot of their time on the phone, taking orders and resolving any problems or complaints about the merchandise. These sales representatives typically do not leave the office. Outside sales representatives spend much of their time traveling to and visiting with current clients and prospective buyers (Occupational Outlook Handbook).

Sports: Professional athletes and coaches use their extensive knowledge of physiology and sports to instruct, inform, and encourage sports participants. Other workers with similar duties in this occupational area may include fitness workers, sports psychologist and recreational workers (Occupational Outlook Handbook).

Technology: Informational technology is the professional field that creates and maintains the computers and related systems that keep modern society interconnected and comfortable. Careers in IT are constantly changing. They typically fall into the following categories: creators (design, build and test products), managers (in charge of the logistics of a computer product), maintainers (keep computers working so others can do their jobs) and the support cast (work in non technical roles such as selling, training, finance and law) (www.vault.com).

