

# RESUME AND INTERVIEW GUIDE

**KANSAS STATE**  
UNIVERSITY

| Career Center

# ABOUT THE CAREER CENTER

## WHAT WE DO

### MAJOR AND CAREER EXPLORATION

- ▶ Take free career assessments
- ▶ Find careers to fit your major
- ▶ Research industries in our resource library

### CAREER ADVISING

- ▶ Develop your resume or cover letter
- ▶ Strategize your job search
- ▶ Learn how to negotiate your salary
- ▶ Schedule a mock interview session
- ▶ Refine grad/med/law school applications

### CAREER CLASSES

- ▶ EDCEP 120 - Academic and Career Decisions
- ▶ LEAD 399 - Internships for Career Development

### EMPLOYER CONNECTIONS

- ▶ Attend a career fair or employer event
- ▶ Interview with employers visiting K-State
- ▶ Practice telling your story at a mock interview clinic

### COLLEGE TO CAREER STATISTICS

- ▶ See where students have interned
- ▶ View company/salary statistics for grads

## HANDSHAKE ACCOUNT

Login using your K-State eID and password for 24/7 access to:

### JOB LISTINGS

- ▶ Search for part-time, full-time and internship positions
- ▶ Have new jobs automatically emailed to you

### ON-CAMPUS INTERVIEWS

- ▶ Sign up to connect with employers coming to campus

### EMPLOYER DIRECTORY

- ▶ Find information about companies and recruiters
- ▶ Follow employers of interest

### DOCUMENT UPLOAD

- ▶ Upload your resume, CV or transcripts for employers to view

## CONNECT WITH US




### MAKE AN APPOINTMENT

- ▶ via your Handshake account
- ▶ (785) 532-6506
- ▶ [k-state.edu/careercenter](http://k-state.edu/careercenter)

### VISIT US

- ▶ Berney Family Welcome Center, 705 N M.L.K. Jr. Dr, Manhattan, KS 66506

### FOLLOW US

- ▶    @kstatecareer

### REPORT YOUR JOB OR INTERNSHIP

- ▶ Tell us where you're working or furthering your education at [k-state.edu/careercenter](http://k-state.edu/careercenter)

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# RESUME WRITING

The main purpose of a resume is to help you obtain a job interview. A resume does not need to include everything you have done, but it should highlight your skills and strengths as well as your professional experiences.

## UNDERSTANDING APPLICANT TRACKING SYSTEMS

### What are Applicant Tracking Systems (ATS)?

When you upload your resume into an online system, it is likely reviewed by an ATS software program. Applicant tracking systems organize and rank resumes based on key words and phrases. This helps search committees and hiring managers sort and review the resumes most relevant to their search.

### Formatting an ATS-Ready Resume:

- Use Word; not Canva or other templates
- Don't use header/footer, text boxes, tables, columns, or italics
- Use standard fonts such as Arial, Times New Roman, Georgia, or Helvetica
- Use size 10-12 font
- Use regular solid bullets
- Use .5-1" margins
- Left align text (dates aligned on the right)
- Write out months, avoid using seasons like "Summer" (e.g. June 2023- August 2023)
- Stick to simple section titles like "Work Experience"
- Use full name and acronym such as Master of Business Administration, MBA
- Save the file as .docx; not PDF

### Describing Your Experience

- Use key words from the job description without directly copying large sections
- Pay close attention to required qualifications, requirements, duties, and skills
- Verb tense and exact language matters!

## **TAILOR YOUR RESUME**

It is important to match your skills with the employer's needs. In order to make your resume stand out, you must tailor your resume to the position you are applying for.

- Utilize the job description; analyze it and identify key skills that the employer is looking for.
- Make sure to incorporate the desired skills that you have within your action statements.
- Do not simply state that you have these skills; use examples to SHOW how you have demonstrated them.

## **INVENTORY YOUR EXPERIENCE**

Catalog your experiences and what you have been involved in over the past 3-4 years. Customize your document to emphasize college experiences. Do not include anything from high school after your freshman/sophomore year of college unless it is relevant. Consider the following categories for things you *might* include:

- Education, Trainings, Certifications
- Research, Relevant Coursework, Projects
- Previous Employment, Internships
- Military Experience
- International Experience
- Community Service, Volunteer Work
- Activities, Campus Involvement
- Leadership Experience, Honors, Awards
- Technical Skills
- Language Proficiencies
- Professional Associations

## **IDENTIFY AND COMMUNICATE YOUR SKILLS**

Examine your experiences and determine what special skills, abilities, and knowledge you have gained from them. Communicate this information through bulleted, action statements.

- Begin each bullet with an action verb
  - *See a list of action verbs on pages 9-10*
- Make sure you are using the correct tense. Use present tense (develop) for current experiences, and past tense (developed) for previous experiences
- Use brief, yet descriptive phrases to show how you have acquired and/or utilized your skills, abilities, and knowledge

# COVER LETTER

Applications for professional positions often require both a resume and a cover letter. Your cover letter should not simply restate your resume in paragraph form; it should connect your skills and experiences to the job description.

## USE THE JOB DESCRIPTION

Just as you tailor your resume, you should always tailor your cover letter by using the job description. Identify three main skills the employer is seeking, and communicate how you have demonstrated or developed these skills through your experiences.

## ORGANIZE YOUR COVER LETTER

Cover letters should be kept to one page, and have a standard, three to four-paragraph structure.

- Use the same header as your resume.
- Always try to address the letter to a person; avoid using “To Whom It May Concern” if possible.
- Paragraph 1: Briefly introduce yourself, how you found out about the position, why you are interested, and what skills you can contribute.
- Paragraphs 2 & 3 (if needed): Describe why you are the best candidate, examine the job description and highlight your skills as they relate to the position.
- Paragraph 4: Restate your skills in a summary statement, indicate when you will follow-up on your application, provide your contact information, and thank the employer for his /her time and consideration.

➤ *See pages 7-8 for cover letter examples.*

# COVER LETTER OUTLINE

## Cover Letter Outline

Include your resume header at the top of the cover letter. Should include: your name, phone number, and email. (Address is optional, but should be consistent with what you have on your resume.)

DATE

← Date that you plan on sending the letter or email.

NAME

← 1 space

← Name, title, and address of the person accepting application. Check application, website, or company directory for information.

JOB TITLE

COMPANY NAME

ADDRESS

ADDRESS

CITY, STATE ZIP

Use the name in the above section followed by a colon (:). If a name is unavailable, be as specific as possible (example: hiring manager).

Dear NAME

← 1 space

← 1 space

**First Paragraph:** Composed of two to three sentences expressing your interest in the position and company, how you found out about the job, and your current educational level. Do not indent paragraph.

← 1 space

I am writing to express my interest in the **POSITION** I saw listed at **COMPANY**. Currently, I am a **CLASSIFICATION** at Kansas State University, earning a **DEGREE**. My educational background and work experience has prepared me to serve as **POSITION**.

**Second Paragraph:** Composed of five to six sentences that align your work, organizational, and volunteer experiences with the ones required for the position to which you are applying. This section is *not* to regurgitate your resume in paragraph form. It should highlight the experiences that make you the most qualified candidate applying for the position.

← 1 space

My involvement in **ORGANIZATION** has given me skills in **LIST SKILLS** that align with those required in **POSITION**. As a member of **ORGANIZATION**, I helped to **LIST RESPONSIBILITIES**. I also have work experience as a **LIST JOB TITLE**. This experience allowed me to acquire knowledge and familiarity within **FIELD**. My responsibilities within this position included **LIST RESPONSIBILITIES**. These experiences, when paired with my **DEGREE**, have prepared me to successfully transition into the **POSITION** role.

**Third Paragraph:** Composed of two to three sentences that highlight your interest in the position, thank you for consideration, and your contact information. Do not forget to include area code when listing a phone number and use an appropriate email address (contact information should match what is listed in your header).

← 1 space

I am excited to further discuss the opportunities at **COMPANY**. If you have further questions about my qualification, feel free to contact me at **PHONE NUMBER** or **EMAIL**. Thank you for your consideration of my application.

Sincerely,

← Close the letter with a sign off such as “sincerely” or “warm regards” followed by a comma (.). Leave four lines so that you can sign your name. Only include “enclosed” if you are attaching materials such as resume or references. You may also include an image of your neat signature above your printed name.

← 4 spaces

NAME

← 4 spaces

Enclosed: **RESUME**



# COVER LETTER EXAMPLE

Cover Letter\Undergraduate

**Willie Wildcat**

785-111-3214  
williewildcat@ksu.edu

456 Jardine Apt M 11  
Manhattan, KS 66502

April 14, (enter correct year)

Ms. Ann LaGrand  
Corporate Recruiter  
Echo Global Logistics  
605 W Chicago Avenue  
Suite 754  
Chicago, IL 60654

Dear Ms. LaGrand:

Please find my resume attached for the Inside Sales position that Echo Global Logistics has advertised on the Kansas State University's Career Center Handshake account. Upon graduating in May, I am looking to relocate back to the Chicago area. I was excited to learn of this sales opportunity that would utilize my background in marketing along with my leadership experience.

Over the past two years, I played a key role in marketing K-State through interactions with the public of all ages and demographic backgrounds as one of the school's mascots. As a member of the K-State athletic department football marketing committee, I suggested changes to the football pre-game advertising which were implemented (impacting 40,000+ fans).

I have further enhanced my leadership abilities in the following areas as the Vice President of the College of Business Marketing Club:

- **Generating Results:** As a team, we collaboratively achieved a 15% increase in member involvement through better marketing of events, speakers, and trips
- **Communication:** Assisted in coordinating the logistical details for all team meetings; executed a group site visit trip to Chicago involving members, faculty, and employers
- **Teamwork:** Met bi-monthly for full group meetings and weekly for executive team meetings; determined goals, generated ideas, and executed plans

The Echo Global Logistics Inside Sales position offers an opportunity to utilize my creative marketing abilities, communication, and leadership skills toward building Echo's market share as a third-party logistics supplier. I will contact you the week of April 19 to follow-up on my application. If you would like to contact me prior to this, I can be reached by email at williewildcat@ksu.edu or at 785-111-3214.

Thank you in advance for your consideration.

Sincerely,

Willie Wildcat  
[www.linkedin.com/in/ceswilliewildcat](http://www.linkedin.com/in/ceswilliewildcat)

# EXAMPLE

Cover Letter\Graduate Student

## **Cameron T. Whitney, Ph.D.**

Kansas State University  
Department of Electrical and Computer Engineering  
555 Manhattan Ave., Manhattan, KS 66502  
cwhitney@k-state.edu; (785) 555-5555

August 7, (enter correct year)

Dr. Paul Aken  
Professor and Chair  
Department of Electrical and Computer Engineering  
United States Naval Academy  
555 Blake Road  
Annapolis, MD 55555

*Some academic cover letters may use letterhead from a current school/department.*

*Address the letter to a person when possible. Use formal titles ie. Dr., Ms., or Mr.*

Dear Dr. Aken,

Please accept my letter of application for the position of Assistant Professor in Electrical and Computer Engineering. I became aware of this position through the Naval Academy's Human Resource Department website, and immediately realized an opportunity that aligns with my specialty. I recently completed a Ph.D. in Electrical Engineering, and I am excited about the prospect of a career in teaching and research at the United States Naval Academy (USNA). USNA values mental, moral, and physical development and as an alumnus, I seek to contribute my leadership, teaching, and research abilities.

Throughout my undergraduate and graduate degrees, I have consistently excelled in leadership and teaching opportunities. In particular, I was a Battalion Training Officer at USNA where I was tasked to revitalize and implement training programs for approximately 720 midshipmen. This experience armed me with the skills necessary to inspire and motivate students. This also set the course for a successful four-year Teaching Assistantship at K-State. Throughout these experiences, I have acquired a teaching skill set that embraces innovation and fosters an environment where the rewards of a challenge supersede the inherent demands.

Research has undoubtedly been integral to my studies. Embarking on projects at both USNA and K-State, I have developed strong collaborative relationships with constituents from research institutions such as Oak Ridge National Laboratory and Raytheon BBN Technologies. Furthermore, my research background has provided the experience and knowledge necessary to instruct on subjects related to graph theory, cryptography, smart grids, and software defined networking. Finally, the rich set of theoretical constructs, practical tools, and collaboration employed through my research, seamlessly facilitate the development of a curriculum in Software Defined Networking and related fields.

I am confident that I have both the strong teaching background and cutting-edge research capabilities to provide world class exposure to midshipmen at USNA. Furthermore, my high level of instruction will be an asset to your department. Please feel free to contact me at (785) 555-5555 or cwhitney@k-state.edu if you have any further questions. Thank you for your time and consideration. I look forward to hearing from you.

Very Respectfully,

← 4 spaces

*For industry applications, include that you will follow-up with the employer. See undergraduate letter on page 7.*

Cameron T. Whitney, Ph.D.

## **ACTION VERBS**

### **MANAGEMENT SKILLS**

administered	delegated	improved	prioritized
analyzed	developed	initiated	produced
assigned	directed	instituted	recommended
attained	enhanced	managed	reorganized
chaired	established	motivated	reviewed
consolidated	evaluated	organized	scheduled
contracted	executed	oversaw	strengthened
coordinated	increased	planned	supervised

### **COMMUNICATION SKILLS**

addressed	directed	interpreted	publicized
authored	drafted	lectured	reconciled
collaborated	edited	mediated	recruited
composed	elicited	moderated	resolved
contacted	explained	negotiated	spoke
convinced	formulated	persuaded	translated
corresponded	influenced	promoted	wrote

### **RESEARCH SKILLS**

analyzed	diagnosed	interpreted	reviewed
clarified	evaluated	interviewed	solved
collected	examined	investigated	summarized
compared	gathered	located	surveyed
conducted	extracted	organized	systematized
critiqued	identified	researched	tested

### **TECHNICAL SKILLS**

adapted	designed	maintained	replaced
applied	developed	operated	solved
assembled	devised	overhauled	standardized
built	engineered	programmed	studied
calculated	fabricated	remodeled	upgraded
computed	installed	repaired	utilized

### **TEACHING SKILLS**

adapted	developed	facilitated	instructed
advised	enabled	focused	persuaded
coached	encouraged	guided	stimulated
communicated	evaluated	individualized	trained
coordinated	explained	informed	tutored

## **ACTION VERBS**

### **FINANCIAL SKILLS**

administered	balanced	estimated	projected
allocated	budgeted	forecasted	reconciled
analyzed	calculated	managed	reduced
appraised	computed	marketed	researched
audited	developed	planned	

### **CREATIVE SKILLS**

acted	developed	instituted	planned
adapted	directed	integrated	revised
composed	established	introduced	revitalized
conceptualized	fashioned	invented	shaped
created	founded	modified	solved
customized	illustrated	originated	
designed	initiated	performed	

### **HELPING SKILLS**

advocated	counseled	facilitated	rehabilitated
aided	demonstrated	familiarized	represented
assessed	diagnosed	guided	resolved
assisted	educated	intervened	supported
clarified	encouraged	motivated	volunteered
coached	expedited	referred	

### **CLERICAL or DETAIL SKILLS**

approved	distributed	prepared	set up
arranged	executed	processed	standardized
catalogued	generated	purchased	specified
charted	implemented	recorded	systematized
classified	inspected	retrieved	tabulated
coded	maintained	reviewed	updated
collected	monitored	routed	validated
compiled	operated	scheduled	verified
dispatched	organized	screened	

### **MORE VERBS FOR ACCOMPLISHMENTS**

achieved	completed	resolved (problems)	surpassed
expanded	improved	restored	transformed
pioneered	reduced (losses)	succeeded	won

# RESUME EXAMPLE

Resume\Undergraduate\Early Student

## Aura Gomez

(555) 555 - 5555

agomez@k-state.edu

555 Bluemont Apt. 15 Manhattan, KS 66502

---

### Education

**Kansas State University**, Manhattan, KS

Expected: May 2024

*Bachelor of Science in Arts & Sciences*

Major: *Open Option*

Cumulative GPA: 4.0

*Remove your high school and associated activities (unless they are directly related) after your freshman/sophomore year of college.*

**Leawood High School**, Leawood, KS

May 2020

Cumulative GPA: 4.0

### Activities and Involvement

**Hispanic American Leadership Organization (HALO)**, Kansas State University August 2020 - Present

- Aid in the planning of events such as the Hispanic Heritage Month and Belleza Latina
- Participate in Encuentro (college preparation conference)
- Attend regular meetings

**Project IMPACT**, Kansas State University

June 2020 - Present

- Participate in program created to increase retention and graduation of multicultural students in the colleges of engineering, agriculture, and business
- Maintain accountability for grades and enhance self-development

**Multicultural Academic Program for Success (MAPS)**, Kansas State University

Summer 2020

- Selected to participate based on leadership and academic commitment
- Developed teamwork skills through completion of biofuels research project
- Interacted with professionals in the field, further developing professional skills

**Student Council**, Leawood High School

August 2017 - May 2020

*Co-President (2018-2019)*

- Organized school-wide events such as homecoming activities and dances

**Fellowship of Christian Athletes (FCA)**, Leawood High School

August 2016 - May 2020

- Attended weekly meetings
- Planned school-wide activities after athletic events

### Volunteer Experience

**Boys and Girls Club**, Leawood, KS

August 2016 - May 2020

- Helped mentees with schoolwork once per week

**Day Resource Center**, Fort Worth, TX

January 2019

K-State Alternative Breaks volunteer

- Organized donations
- Sorted mail, answered phone, took messages for clients
- Accurately completed forms for program "Room in the Inn"

# RESUME EXAMPLE

Resume\Undergraduate

## Hannah DeMarco

999 Sunset Avenue, Apt 14 • Manhattan, KS 66502 • 555-555-5555 • hdemarco@k-state.edu

### EDUCATION

**Kansas State University**, Manhattan, KS Expected Graduation August 2023  
Bachelor of Science in Business Administration GPA: 3.7/4.0  
Major: Marketing  
Minor: Leadership Studies

**University of Westminster**, London, England Summer 2021  
Coursework Completed: Business Communications, Marketing in Everyday Life

### EXPERIENCE

**ONEOK (Kansas Gas Service)**, Overland Park, KS May - August 2021  
*Business Development Intern*

- Researched, drafted and mailed marketing letters to raise awareness of natural gas for potential and current residential customers, and to help build relationships with builders and developers
- Developed several potential website recommendations to better educate website visitors on benefits of natural gas
- Attended multiple meetings and conferences to gain experience and knowledge of many aspects of the company, including economic development, Home Builder Association and Midwest Region Alternative Fuels Project Meeting
- Accompanied reps on customer calls concerning rate increase, expansion project and a future CNG station
- Mastered and presented a demo-training course on a new pipeline management system being implemented and updated instructions to include detailed screen-shot directions

**Career Center**, Manhattan, KS August 2019 - August 2021  
*Paraprofessional*

- Create advertisements and arrangements for the sandwich boards located outside the office
- Called part-time employers in the community to reconnect with them to post jobs and hire students

**Alpha Kappa Psi**, Co-Ed Business Fraternity, Kansas State University August 2019 - May 2022  
*Fundraising Co-Chair*

- Organized successful fundraising events such as a sand volleyball tournament (raised \$350) and Telefund (raised \$800)
- Created and implemented new fundraising events such as selling personalized CBA water bottles to students and faculty (raised \$654) and pizza deal cards sponsored by four local pizza stores (raised \$455)

*Vice President of Alumni Relations*

- Established a digitalized copy of all previous files and data onto a flash drive for future members who hold the position
- Coordinated successful events with alumni such as a Royals baseball tailgate and K-State football tailgate

**Marketing Business Tour**, College of Business, Kansas State University January 2022  
*Participant*

- Participated in faculty-led study tour of Chile and Argentina with 13 other K-State students
- Gained knowledge of emerging markets and business protocol in industries including retail, finance, wine, and aerosol cans
- Enhanced intercultural awareness by conversing with locals and exploring malls and markets

**Great Bend Regional Hospital**, Great Bend, KS June 2019 - August 2021  
*ER Receptionist*

- Registered, admitted, and discharged patients successfully maintaining client confidentiality
- Calmly handled emergencies and simple questions presented by patients over the phone or in person

*Human Resource Director Assistant* June 2018 - August 2019

- Designed and managed the internal website for hospital employees with a website editor
- Created employee database in Excel to input all of the personal and confidential employee data
- Helped hire approximately 100 new employees and assembled employee files

### CAMPUS INVOLVEMENT

- **Beta Gamma Sigma**, *Member*, Kansas State University Spring 2020 - Present
- **Study Abroad Advocates**, *Member*, Kansas State University Fall 2021 - Present
- **Golden Key Honorary Society**, *Member*, Kansas State University Fall 2019 - Present
- **Sigma Alpha Lambda Leadership and Honorary Society**, *Member*, Kansas State University Fall 2019 - Present
- **Phi Eta Sigma Honorary Society**, *Member*, Kansas State University Spring 2019 - Present
- **Marketing Club**, *Member*, Kansas State University Fall 2019 - Present

### HONORS & AWARDS

- **Alpha Kappa Psi All-Academic Team**, *Recipient*, Kansas State University Fall 2020
- **Dean's Choice Scholarship**, *Recipient*, Kansas State University Fall 2019, Fall 2020, Fall 2021
- **Larry Kendall Scholarship**, *Recipient*, Kansas State University Summer 2019, Spring 2020
- **Rebecca Triple Scholarship**, *Recipient*, Kansas State University Spring 2020
- **Dean's List**, *Recipient*, Kansas State University Fall 2019, Fall 2020, Fall 2021
- **National Society of Collegiate Scholars**, *Recipient*, Kansas State University Spring 2020

Utilize the width of the page by including relevant detail in your bullet points.

Technical resumes may wish to use shorter bullet point wording.

## PREPARE YOUR REFERENCES

When selecting references, be sure to ask people who are willing and able to provide positive, specific feedback.

- Always ask if they are comfortable serving as a positive reference; never assume.
- References should be listed on a separate piece of paper with the **same header as your resume**.
- Information should include: reference name, job title, company name, address, email, and phone number.

### REFERENCE PAGE EXAMPLE-

#### Aura Gomez

(555) 555 - 5555

agomez@k-state.edu

555 Bluemont Apt. 15 Manhattan, KS 66502

---

#### References

##### **Dr. Jason Jones**

Faculty Internship Supervisor  
College of Education  
101 Bluemont Hall  
Kansas State University  
Manhattan, KS 66506  
555.555.5555  
jjones@k-state.edu

*References page should match resume fonts and style. See resume on page 11.*

##### **Mr. Taylor Thompson**

Tutoring Program Supervisor  
Ogden Friendship House  
106 North Elm Street  
Ogden, KS 66517  
555.555.5555  
tjt@kansaseast.org

*Either organize by listing best reference first, or list alphabetically by last name.*

##### **Ms. Jane Wilson**

After School Supervisor  
Big Brothers Big Sisters  
411 Lincoln Street  
Wamego, KS 66547  
555.555.5555  
jwilson@bbbs.org

*If unsure of who to list as a reference, consider: advisors, mentors, faculty, current or former supervisors, and/or other professionals who have observed your work.*

# CURRICULUM VITAE (CV)

CVs are commonly used by individuals with graduate degrees who are applying for positions in academia or research. The goal of this document is to construct a scholarly identity; thus, the focus should be on teaching experience, research, and publications.

## WHAT TO INCLUDE

CVs may vary based on the emphases of different disciplines, so make sure that you refer to recent examples from people in your field. Common categories to include are:

- Education, research projects
- Teaching experience, academic and related employment
- Publications, presentations, recognitions, awards
- Professional associations
- Departmental and community service

## FORMAT YOUR CV

There is not one set format for CVs. The most important consideration regarding format is to be clear, concise, and consistent.

- Content will determine length; there are no page restrictions, but everything on your CV should be purposeful.
- When writing descriptions, use detailed yet brief action statements such as those used for resumes, or short summary paragraphs. Use one style consistently throughout.
- Formatting should enhance readability, not hinder or distract.
- Include references either as a section or as a separate page.
  - *See the references page example on page 13.*

## ORGANIZE YOUR CV

The most important information should come first on your CV. The type of position determines the importance of information. For example, research experience is more relevant when applying to a research university than when applying to a liberal arts school that gives priority to teaching experience. Give careful consideration to the position description and what the organization values when organizing your CV.

- *See pages 15-17 for a CV example.*



# CV EXAMPLE

Curriculum Vitae/Academia or Industry

## Andrea Sydney

Kansas State University  
Department of Electrical and Computer Engineering  
7380 Hillcrest Dr., Manhattan, KS 66502  
sydneya@ksu.edu; (785) 341-7685

### Education

- 
- Ph.D. Electrical Engineering – **Kansas State University**, Manhattan, KS Anticipated: May 2024  
Advisors: Dr. Caterina Scoglio, Dr. Don Gruenbacher  
Dissertation Title: “Evaluation of Software Defined Networking for Communication and Control of Cyber Physical Systems”
- M.S. Electrical Engineering – **Kansas State University**, Manhattan, KS May 2020  
Advisor: Dr. Caterina Scoglio  
Thesis Title: “Characteristics of Robust Complex Networks”
- B.S. Electrical Engineering – **United States Naval Academy**, Annapolis, MD May 2018

### Teaching Experience

- 
- Graduate Teaching Assistant and Research Assistant* Aug 2020 – Present  
*KSU: Electrical and Computer Engineering, Manhattan KS*  
*Introduction to Computer Engineering*
- Taught three lab sections (13 students per section), in addition to teaching class lectures in the absence of the instructor (90 students in the spring, 120 students in the fall).
  - Responsibilities: Introducing new lab concepts, obtaining solutions for examinations, grading, answering students’ questions, designing labs, and contributing material to the lab manual.
  - Content: Digital systems and binary numbers, Boolean algebra and logic gates, gate-level minimization, combinational logic, synchronous sequential logic, registers and counters, memory and programmable logic, design at the register transfer level, and asynchronous sequential logic.
  - Text: Mano, M.M. & Ciletti, M.D. (2015). *Digital Design* (4<sup>th</sup> Edition). Pearson Prentice Hall, in addition to a lab manual developed by Teaching Assistants.

### Research Experience

- 
- Graduate Research Assistant* Aug 2018 – Aug 2020  
*KSU: Electrical and Computer Engineering, Manhattan KS*
- Introduced a new metric called Elasticity to extract the characteristics of robust complex networks.
  - Collaborated with systems engineers from Princeton to administer MyPLC (A private version of the PlanetLab controller) for the Great Plain’s Environment for Network Innovations (GpENI) sub-aggregate of the Global Environment for Network Innovation (GENI) testbed.
  - Deployed the network gear necessary to create the 13<sup>th</sup> OpenFlow (a Software Defined Networking Technology that forms the backbone of the GENI testbed) campus site.
  - Utilized Software Defined Networking for communication and control of cyber physical systems.

### Professional Experience

- 
- Intern (Seasonal)* May 2019 – Aug 2020  
*Raytheon BBN Technologies, Cambridge, MA*
- Collaborated with engineers of the Global Environment for Network Innovations Project Office (GENI Project Office or the GPO), Internet2, National LambdaRail, and University of Utah to deploy a collection of network resources including network links and compute resources.

## A. Sydney

Page 2

- Collaborated with students of the University of Delaware to deploy the Leveraging and Abstracting Measurements with perfSONAR (LAMP) suite of monitoring tools.
- Presented the fully operational monitoring system to all GPO personnel.
- Evaluated the status of the system and provided feedback to the GPO on the fragility of LAMP and the future direction for monitoring within the GENI core network.
- Collaborated with constituents of various OpenFlow enabled universities including Stanford and Virginia Tech to develop and deploy a network test suite.
- Deployed a web server application to monitor traffic between campuses.
- Collaborated with network engineers and research scientists to configure, evaluate, and create documentation for the Pronto LB4G OpenFlow switch.
- Deployed a 16 screen video-wall for network monitoring.
- Evaluated the SNAC OpenFlow Policy Manager.

### *Intern*

*July 2017 – Aug 2017*

*United States Naval Academy, Annapolis, MD*

- Designed a microcontroller to control the elevation of a helix antenna.
- Designed a second microcontroller that synchronizes inputs from computer software with the rotation of a 5m dish which tracks and collects data from satellites that are within the horizon of Annapolis.

### *Computer and Network Technician*

*May 2010 – June 2012*

*Sir Arthur Lewis Community College, St. Lucia*

- Responsible for the configuration and maintenance of 400 computers.

## **Peer-Reviewed Publications**

### **Journals**

#### *Published*

1. A. Sydney, C. Scoglio, and D. Gruenbacher. Optimizing Algebraic Connectivity by Edge Rewiring, January 2019, Applied Mathematics and Computation, Elsevier, Vol. 219, Issue 10, pp. 5465-5479, 2020.
2. A. Sydney, J. Nutaro, C. Scoglio, and D. Gruenbacher. Simulative Comparison of Multiprotocol Label Switching and OpenFlow Network Technologies for Transmission Operations, IEEE Transactions on Smart Grids, (Accepted for publication, October 2020).
3. A. Sydney, C. Scoglio, M. Youssef, and P. Schumm. Characterizing the Robustness of Complex Networks. International Journal of Internet Technology and Secured Transactions, Volume 2, pp. 291-320, 2019 (10 citations).
4. C. Scoglio, W. Schumm, P. Schumm, T. Easton, S. Chowdhury, A. Sydney, and M. Youssef. Efficient mitigation Strategies for Epidemics in Rural Regions. PLoS ONE, 2019 (9 citations).

#### *Submitted*

1. A. Sydney, D. S. Ochs, C. Scoglio, D. Gruenbacher, and R. Miller. Software Defined Networking (SDN) in GENI: Experimental Evaluation of OpenFlow Technology for Smart Grids, June 2018, submitted to Elsevier Computer Networks Special Issue on Future Internet Testbeds (Under review).

#### *In Preparation*

1. A. Sydney, X. Ou, C. Scoglio, and D. Gruenbacher. Moving Target Defense System using Software Defined Networking.

A. Sydney

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## Conferences

### Published

1. A. Sydney, C. Scoglio, and D. Gruenbacher. The Impact of Optimizing Algebraic Connectivity in Hierarchical Communication Networks for Smart Grids, IEEE PES Innovative Smart Grid Technologies (Accepted for publication December 2020).
2. A. Sydney, C. Scoglio, P. Schumm, and R. Kooij. Elasticity: Topological Characterization of Robustness in Complex Networks. In Proceedings of IEEE/ACM Bionetics, Hyogo, Japan, 2017.

### In Preparation

1. A. Sydney, C. Scoglio, and D. Gruenbacher. Software Defined Networking-Traffic Engineering: A Performance Comparison of Multiprotocol Label Switching and OpenFlow for Smart Grid Operation.

## Invited Talks and Posters

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1. Experimental Evaluation of Software Defined Networking for Smart Grids, K-State Smart Grid Lab Inauguration, Oct 2020.
2. Software Defined Networking in GENI: Using OpenFlow to Support Cyber Physical System Traffic, GENI Engineering Conference, July 2020.
3. A Complex Network Approach to Control Epidemics in Rural Regions. NSF Cyber-Physical Systems Luncheon for the U.S. Senate. Hart Senate Office Building, Washington D.C., July 2017.

## Research Proposals and Grants

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1. GENI: Transforming our World Through the Pursuit of Knowledge in Software Defined Networking  
Sponsor: GENI Project Office  
Investigators: D. Gruenbacher, C. Scoglio, A. Sydney (PI)  
Amount: \$200,000 for 2 years  
Status: Pending
2. Smart Grid Communication and Experimentation on GENI\*  
Sponsor: Engineering Power Affiliates Program  
Investigators: D. Gruenbacher, C. Scoglio  
Amount: \$25,000 for 1 year  
Status: Awarded March 2021
3. Smart Grid Communication, Control, and Cyber Security Analysis and Experimentation on GENI\*  
Sponsor: Engineering Power Affiliates Program  
Investigators: D. Gruenbacher, C. Scoglio  
Amount: \$23,996 for 1 year  
Status: Awarded March 2020

\*Research proposals and grants that I provided substantial contributions.

## Service, Memberships, and Awards

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Cyber Defense Club (K-State), Member	Sept 2021 – Present
Reviewer for the Computer Networks Journal, Elsevier	Dec 2021 – Present
NS-3-Users Google Group	Aug 2019 – Present
National Society of Black Engineers (NSBE), Member	Aug 2016 – Present
Institute of Electrical and Electronics Engineers (IEEE), Member	Aug 2014 – Present
Outstanding Graduate Teaching Assistant	May 2021

# NETWORKING

Networking is talking to people about your career goals and experiences. Networking is not asking someone for a job.

## DEVELOP A PLAN

- Identify people you will contact and decide how you will connect with these individuals.
- Create a list of contacts: mentors, professors, advisors', classmates, previous employers, etc.
- Search for people with your desired position using a professional social networking site like LinkedIn.com.
- Determine your preferred mode of communication.

## COMMUNICATE WITH A NETWORKING CONTACT

When seeking to connect with a networking contact, you may want to send a networking letter to set up an informational interview.

➤ *See the networking email example on page 19.*

The purpose of an informational interview is for you and the employer to exchange information and get to know one another without reference to a specific opening. During an informational interview, make sure to

- Have specific questions about the field and the company; you will need to do some research on the company.
- Have a resume with you in case the employer asks for a copy, otherwise you can follow up with an email and send an electronic version.
- Send a thank you within 24 hours of the interview.

➤ *See the networking thank you example on page 20.*

Sample Questions:

- What path led you to the position you are in today?
- What kind of preparation is needed for this job?
- What do you like/dislike most about your current position?
- Can you describe your company's culture?
- What are the top three things you spend your time doing?
- Who else do you recommend I talk to?

## NETWORKING EMAIL EXAMPLE

Hello Mr. Denison:

Dr. Thomas Martinez, a Finance professor here at Kansas State University, suggested I connect with you regarding the finance industry in Kansas City. I will complete my Bachelor's in May and am hoping to learn more about P & R, as well as your personal career path.

I would appreciate the opportunity to introduce myself over a cup of coffee, through a 10-minute phone conversation, or during a short meeting at your office. I will follow up with a phone call this Friday. In the meantime, feel free to contact me at (785) 555-5555 or [msall@k-state.edu](mailto:msall@k-state.edu).

Thanks,

Mark Salling  
1234 College Street  
Manhattan, KS 66502  
(785) 555-5555

## NETWORKING THANK YOU EXAMPLE

Samantha White  
555 Bluemont  
Manhattan, KS 66502

July 15, (Insert correct year)

Mr. Kade Tyde  
Associate Vice President  
Tran Corporation  
555 SW 10th St.  
St. Louis, MO 63127

*If sending via email,  
exclude all the contact  
information and begin  
with the greeting,  
which can be slightly  
more informal: Hello  
Mr. Tyde*

Dear Mr. Tyde:

Thank you for the opportunity to meet with you regarding your role at Tran Corporation. It was very helpful to hear your perspective on the current job market and your ideas about Tran's global positioning.

As we had discussed, I am including my resume for your review and/or to pass on as you see fit. I certainly appreciate your time and consideration in meeting with me, and I look forward to continued communication.

Sincerely,

Samantha White  
swhite@k-state.edu  
www.linkedin.com/samwhite

## CREATE YOUR 30 SECOND INTRODUCTION

This is an introduction that provides the person you are talking to with key information about you. It is often given in response to the question “Tell me about yourself.” This should be conversational, not rehearsed. Include

- Your name, year, and major
- How your skills/experiences relate to the position, or would benefit the employer
- What you are looking for

***Take advantage of when employers are on-campus: networking events, informational sessions, etc.***

## MAINTAIN AN APPROPRIATE ONLINE IMAGE

You can utilize social media to not only promote yourself professionally, but also to find out about job opportunities and stay connected with professional contacts.

- Always represent yourself online as you would in person; some employers will search social networking sites, Google, etc. to obtain information on job candidates.
- Be aware that some social media information might be accessible even if you think it is secured.
- Communicate what type of position you are looking for.
- Interact with companies you are interested in.
- Connect with recruiters when possible.
- Follow professional associations and organizations.
- Utilize LinkedIn as a tool to maintain and build professional connections.

***Join groups using LinkedIn to meet alumni in your field. The KSU Alumni Association has an alumni group. There are also informal alumni groups. All are good resources for networking.***

# INTERVIEWING

The interview is a critical aspect of a successful job search. You must be able to effectively sell yourself and your skills to a prospective employer.

## HOW TO PREPARE

Before the interview, you will want to prepare by researching the employer and practicing your interview skills. You will also want to plan appropriate interview attire.

### RESEARCH THE EMPLOYER

Review the company website, literature and press releases, visit with current employees, or contact a career advisor or professor. Research the following areas

- Locations
- Products and services
- Mission of the company/organization
- Major failures and accomplishments
- Financial records
- Reputation
- Major competitors
- Office culture and structure

### PRACTICE INTERVIEWING

Review your skills and experiences, and practice answering interview questions aloud:

- Schedule a mock interview with your Career Center advisor.
- Participate in employer mock interviews. This is a great way to practice without the pressure of having a job on the line.
- Practice with a friend or family member.
- Practice interviewing in professional attire to realistically simulate an interview experience.

### DRESS TO IMPRESS

How you choose to visually present yourself makes a lasting impression. Here are some tips to help you dress appropriately for your interview:

#### Feminine Presentation

- **Suits:** Wear a conservative pant or skirt suit in a neutral color; the skirt should be at least knee-length. Make sure clothing is not too tight or too loose



- **Blouses:** Keep it simple. Avoid flashy colors and styles, low-cut necklines, strapless, halters, sheer, and tank tops
- **Shoes:** Flats or low heels up to 2 inches are appropriate. If you cannot walk normally in them, do not wear them. Avoid bright colors, sparkles, and prints. Pair with plain tights or stockings. Avoid bold patterns and lace

### Masculine Presentation

- **Suits:** Wear a dark colored, two-piece suit; jacket and slacks should not be contrasting colors. Dark blue, gray, brown, black, or muted pinstripes are all acceptable
- **Shirts:** A white or light-colored button-down shirt with a collar is appropriate. It should always be ironed. Wear a plain white t-shirt underneath light-colored dress shirt
- **Ties:** Ties are non-negotiable. Always wear a tie. Keep it simple, conservative, and complimentary to your suit
- **Shoes:** Wear brown or black dress shoes; match your belt and shoes. Socks should cover your calf and match your suit color; no white athletic socks

### General Tips

- Avoid excessive jewelry, make-up, cologne, or perfume.
- Make sure you are clean and well-groomed: shoes are polished, fingernails trimmed, conservative nail polish, clean shaven, hair is styled appropriately.
- Instead of a casual purse or backpack, carry a professional bag or portfolio.

Dress one step above the office culture.

***Expectations regarding appropriate interview attire can sometimes vary by industry/organization. If you have questions about what is appropriate, ask for a second opinion and/or talk to your Career Center advisor. You can also view sample interview outfits on the Career Center website.***

Visit the Career Closet today! Located in the Career Center

- The Career Closet is filled with business clothing for students.
- Depending on inventory, students can typically take up to 3 items.
- All clothing items are free of charge and yours to keep!

## DAY OF THE INTERVIEW CHECKLIST

- Know how to get to your interview location and arrive 10 minutes early.
- Take a pen, notepad, and other relevant documents (extra resumes, references, letters of recommendation, writing samples, portfolios, etc.).
- Turn off your cell phone and all other electronic devices.
- Your interview starts as soon as you enter the building. While in the waiting room, smile and ask the names of everyone you meet, including the receptionist.
- During the interview you should smile, refer to the interviewer by name, give a firm handshake, and make appropriate eye contact.
- Show your interest and excitement for the job to the interviewer.

## INTERVIEW FORMATS

Interviews may be conducted in several different formats.

### VIRTUAL/PHONE INTERVIEW- Skype/Zoom

Employers often use these interviewing methods to screen candidates for on-site interviews:

- Prepare just as you would for an on-site interview.
- Be sure you are in a quiet location and will not be interrupted- remove animals and people.
- Check your background.
- Make sure your signal is strong.

### Virtual

- Dress exactly as you would for an on-site interview.
- Maintain eye contact with the camera, not the screen.

### Phone

- Keep your resume close by and take notes.
- Speak directly into the phone.

## GROUP INTERVIEW

Employers will interview a group of candidates at the same time in order to get a sense of your leadership potential and style.

- Observe the group dynamics and try to offer valuable input; if you are unsure of what is expected from you, ask for clarification from the interviewer.
- Treat others with respect; avoid overt power conflicts, this will make you look uncooperative and immature.

## PANEL INTERVIEW

A panel involves only one interviewee, but multiple interviewers.

- Shake the hand of each interviewer.
- Bring extra copies of your resume.
- When answering a question, begin by looking at the person who asked the question; also make eye contact with the other panel members.
- Thank everyone at the end, send individual thank you notes.

## ON-SITE INTERVIEW

The on-site interview occurs at the company's location and is often the final step in the interview process. It is also your final opportunity to evaluate the company and determine if it is the right fit for you. Don't be afraid to ask your contact within the company (this is typically the person who conducted the initial interview) some of the following questions:

- Who will I be meeting with?
- Will there be any other activities scheduled?
- What more can I do to prepare myself for this visit?

## DURING THE INTERVIEW

You are being evaluated on two things while interviewing: what you say, and how you say it.

### WHAT YOU SAY

The behavioral style interview is one of the most commonly used; it is based on the idea that your past performance predicts your future behavior. Behavioral interview questions are open-ended inquiries that may start out with the following phrases:

- Tell me about a time...
- Describe a situation in which...
- Give me an example...

Interviewers are looking for specific examples from your experience. Your answers can come from work, classroom, personal, and volunteer experiences.

- *See pages 29-30 for a list of behavioral interview questions as well as common and academic interview questions.*

## Answering Behavioral Interview Questions

The **STAR (L)** method is a great way to answer most interview questions. It sets up the basics of a story composition.

**Situation:** Set the scene for your example – provide some brief context.

- **Task:** Describe the specific task you work on in more detail (remember to stay focused on the question).
- **Action:** Explain what YOU did, what YOUR specific role was, or what step YOU took in the situation.
- **Result:** Share what happened as an outcome of your effort.
- **Learned:** Describe what concepts you'll apply the next time you are in this situation – what did you learn from this experience that is applicable to future work?

**Question:** Tell me about a time when you faced a challenge as a team leader.

**Situation:** Last spring, I was a site leader for an alternative spring break trip that traveled to the Calcasieu Parish in Louisiana to learn about the root causes of homelessness in the area and actively work on a Habitat for Humanity site.

- **Task:** Each day for a week, we were to live in a cabin on a campground, cook for ourselves, and use van transportation with our advisor to travel to the Habitat for Humanity site. When we arrived, we learned that we would not be needed on the Habitat site for full days. Our team of student participants were investing their own money and spring break time into this trip to learn about this important social justice issue, so I needed to figure out an alternate plan.
- **Action:** I worked with our team advisor to identify food pantries in the area and reached out to a few of them. We served with a food pantry site in the afternoons after leaving the Habitat site.

- **Result:** We were able to serve the community as volunteers in two different ways and this expanded our knowledge of how poverty and homelessness was being addressed in this community.
- **Learned:** When planning for a trip like this, it is a good idea to confirm contacts and the itinerary before departures by emailing and/or calling the contact you will be working with. I also learned how to be an adaptable group leader and to maximize potential opportunities.

## ASKING QUESTIONS

Toward the end of the interview, you will be asked if you have any questions. Do your research on the company; demonstrate interest and initiative by having questions prepared. They should be things you genuinely want to know about the company. Do not simply ask something generic for the sake of asking. If you have questions regarding what you ought to ask the employer:

➤ *See pages 31-32 for a list of questions you can ask.*

## HOW YOU SAY IT

It is important to keep your body language open and positive while interviewing. Here are some tips to keep in mind:

- Use a firm handshake.
- Remember to have direct eye contact.
- Keep your facial expressions relaxed.
- Stand tall and sit tall.
- Pay attention and nod attentively.
- Remember to smile.

Be sure to

- Listen intently to the interviewer and ask questions.
- Use gestures to emphasize main ideas or key words.
- Take a brief pause before you respond to each question.
- Use a positive tone of voice, and speak at a volume that all can hear, yet not too loudly.

Be sure not to

- Fold your arms across your chest.
- Fidget or play with objects on the table.
- Chew gum or eat/drink.
- Dwell on mishaps or negative experiences.
- Inquire about salary and benefits, unless introduced.
- Share negative stories about your previous employment.

## **AFTER THE INTERVIEW**

### **FOLLOW-UP WITH A THANK YOU**

Interviewers expect it! Use the most appropriate method from the following:

- Thank you letter: You can either type the thank you letter or handwrite a thank you note. Send in the thank you note within 1-2 business days of your interview
- Email: If your correspondence with the employer before the interview has been via email, then it is acceptable to follow-up with a thank you note via email within 1-2 days of your interview

## **THANK YOU LETTER EXAMPLE**

April 29, 2022

Susan E Wabash  
Senior Human Resources Manager  
Acme, Inc.  
555 Laramie Drive  
Kansas City, MO 64444

Dear Ms. Wabash,

Thank you for the opportunity to interview for the accountant position at Acme, Inc yesterday., I truly enjoyed meeting with you and John Duncan and learning more about Acme, its current activities and upcoming projects. The potential opportunity to work with a company that places such a strong priority on innovation, employee satisfaction and productivity is very exciting to me.

As we discussed, I am confident that my quality academic training at Kansas State University and my hands-on experience working in the accounting department at JKL Apparel Company last summer qualify me for the position. In addition, my extensive knowledge of computer systems would be especially valuable as an accountant with Acme.

I look forward to hearing from you soon In the meantime, please do not hesitate to contact me at (785) 555-1234 if I can provide additional information or answer any questions.

Sincerely,

Melanie S. Lindman  
1234 State Street  
Manhattan, KS 66502  
(785) 555-1234

# INTERVIEW QUESTIONS

## COMMON INTERVIEW QUESTIONS

- Tell me a little bit about yourself.
- What are your greatest strengths? Weaknesses?
- How would you describe your best day?
- What challenges do you think you will face working remotely? How will you manage them?
- What do you think determines an individual's success in a work situation?
- Do you consider yourself a leader or a follower? Why?
- Do you prefer working with others or by yourself? Why?
- How do you work under pressure?
- Why do you want to work remote?
- Why are you interested in this organization? What about this job do you find the most attractive? Least attractive?
- What are your short-term goals? Long-range plans?
- How do you schedule your day working remote?
- What major problem(s) have you faced in the workplace?
- How long would it take for you to make big contributions?
- What do you consider to be your most significant accomplishment? Why?
- Tell me about an accomplishment you are most proud of and why.
- What will be the most difficult aspect of making the transition from college to your career? Why?
- Are you willing to relocate? To travel?
- What would your references say about you?
- Why should we hire you?

## BEHAVIORAL INTERVIEW QUESTIONS

- Describe how you organize your workday and week.
- Give an example of your leadership experience.
- Give an example of a time when you were able to communicate with another person or group, even though they may not have liked what you were saying.
- What does it mean to have a commitment to diversity, equity, inclusion and belonging?
- How do you measure success? Give an example.
- Give examples of some of decisions that you have had to make rapidly and those that took more time.

- Describe a major project in which you needed help. What did you do? Why did you ask particular people to help?
- Describe a situation where you had to adapt to an initially uncomfortable environment.
- Tell me about a time when you had a personality conflict or disagreement with a co-worker. How did it resolve?
- Tell me about a time when you had to manage multiple projects simultaneously.
- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
- Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
- Give a specific example of when you used good judgment and logic in solving a problem.
- Give an example of a time when you set a goal and were able to meet or achieve it.
- Tell me about a time when you had to use your presentation skills to influence someone's opinion.
- Give a specific example of a time when you had to conform to a policy with which you did not agree.
- Tell about your experiences working with diverse populations.
- Describe the most significant technical report or presentation you have completed.
- Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.
- Tell me about a time when you had too many things to do and you were required to prioritize your tasks.
- Give an example of a time when you had to make a split-second decision.
- What is your typical way of dealing with conflict? Give an example.
- Tell me about a difficult decision you made this last year.
- Give an example of a time when something you tried to accomplish failed.
- Give an example of when you showed initiative and took the lead.
- Tell me about a recent situation in which you had to deal with a very upset customer or co-worker.
- Give an example of when you motivated others.
- Tell me about a project that you delegated effectively.
- Tell me how you handled an ethical dilemma.



## ACADEMIC INTERVIEW QUESTIONS

- Tell us about your dissertation/research.
- How does your research relate or compare to what has been written already? How did you contribute to the field?
- What was the most difficult challenge you faced with your research?
- What methods do you use to engage students in the classroom?
- What are your future research plans? What resources do you need to conduct that research?
- What is your most important publication? Do you have plans for others? Why don't you have any publications?
- Tell us about your teaching experience.
- What's your teaching philosophy?
- What about teaching has been challenging? Enjoyable?
- How would you teach a survey course in your field?
- What special seminars could you offer?
- Having not taught a large lecture course, how would you?
- What would be your favorite course to teach?
- Tell us about your service activities.
- What contribution can you make to the department?
- Why are you interested in this school?
- Why should we hire you?

## QUESTIONS YOU CAN ASK

- What specific skills or personal characteristics do you believe are important for successful performance in this position?
- What are the things you like most/least about working here?
- What qualifications are most important to a person's advancement within your company?
- What type(s) of training programs will be made available to me as a new employee?
- What do you consider to be the biggest challenge(s) I would face if I am hired?
- What would a typical day be like?
- How often will my performance be evaluated?
- Why are you looking to fill this position? Is it a newly created position?
- Can I let you know why I want this job?
- How do you typically make a decision?
- What has been your career path in the organization?

- What will be the measurements for my success in this position?
- What business problems keep you awake at night?
- What would you consider to be exceptional performance from someone in the first 90 days in this position?
- What is your vision for your department over the next two to three years?
- What are your organizational values?
- When can I expect to hear from you on your decision?
- How would you describe your organizational culture?

## IMPROPER/ILLEGAL QUESTIONS

Improper interview questions are those that do not pertain to the nature of the job or to the applicant's ability to perform that job, or those which are not asked of every candidate. They are illegal when the information is used in a discriminatory manner to make a hiring decision. Federal, state, and sometimes even local laws exist which prohibit employment discrimination based on race, religion, national origin, sex, citizenship, and disabilities. The following are examples of some of the specific areas that employers cannot ask or inquire about during an interview:

- **Race:** Any question related to complexion, color of skin, or other inquiries directly or indirectly indicating race or color
- **Religion:** Any question related to religion or religious preferences or affiliations
- **National Origin/Citizenship:** Questions related to your nationality, lineage, ancestry, national origin, birthplace, descent or parentage
- **Sex:** Questions about pregnancy, sexual orientation or gender identity
- **Disabilities:** General inquiries about disabilities or health conditions that do not relate to job performance
- **Arrest Record:** Employers cannot ask you if you have ever been arrested but they can ask you if you have ever been convicted of a crime that is reasonably related to the performance of the job
- **Family Obligations:** Questions regarding marital status, family plans, children, elder care

Unfortunately, there are no easy answers to improper and illegal interview questions. Should you be asked a question on one of the above topics, you may tell the employer that you are uncomfortable answering because it may reveal your membership in a protected group. If you prefer a less direct approach, you might instead try one of the following strategies: answer in brief and move on to a new topic area or ignore the question altogether and redirect the discussion to a new topic area.

**If you've encountered questions from an employer that fall into these categories, we encourage you to share your concerns with the Career Center.**

For a more extensive overview of prohibited employment practices, visit the Equal Employment Opportunity Commission website.

<https://www.k-state.edu/oie/civillaws.html>

## **ADDITIONAL RESOURCES**

### **PROFILE STATEMENT/PERSONAL STATEMENT/TEACHING STATEMENT**

<https://www.k-state.edu/careercenter/students/connect/gradstudents/>

### **SALARY NEGOTIATION**

<https://www.k-state.edu/careercenter/students/connect/salaryinformation/salaryjoboffersnegotiation.html>

### **ADDITIONAL EXAMPLES**

Check out our online version of the guide, which includes additional examples.

# **Thanks to our Career Center Champions!**

**Cargill**

**ConocoPhillips**

**Frito Lay**

**John Deere**

**KC National Security Campus**

**Koch Industries**

**ONEOK**

**Phillips 66**

**Prairieland Partners**

**Scoular**