

*Center for Public Policy and  
Administration*  
University of Massachusetts Amherst

# **Career and Internship Planning Guide**

2003-2004

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# Summer Internship Requirements

After your first year of study at CPPA, you are required to complete a policy or administration internship. The responsibility for locating an internship is yours, though we have resources to assist your search. The Associate Director is available at any time to talk with you about your internship search, possible organizations to contact, and other issues that may arise. Some organizations visit campus in the fall to interview students and we will keep you apprised of this. We will post all the internships we receive at the Center.

- ♦ **Length:** Must be full-time work for a minimum of 10 weeks, or equivalent.
- ♦ **Content:** Must utilize some or all of the skills learned during the first year of study and be relevant to the student's interests or intended career path in the field of public policy and/or administration.
- ♦ **Contract:** Student must have employer complete and sign a Summer Internship Contract Form and return to CPPA prior to the beginning of the internship. This form is available from Kathy or Satu.
- ♦ **Evaluation:** Following the internship period, both the student and supervisor must complete the evaluation form provided to them by the Center, and return to CPPA.

When talking to prospective employers about the summer internship it is important to convey the program's requirements. Specifically, go to them with an idea of what you would be interested in doing, explain to them what other students have done in the past, or take them a sample of the contract. It is also helpful to highlight what you have learned in this program, especially the skills you have developed after your completed first year.

# Suggested Internship Search Timeline

## **October-November THINK: Ask yourself the following questions:**

- What policy areas are you interested in?
- In what geographic area(s) am I interested in working?
- In what policy sectors do I want to work? Do I want to work in the public, non-profit, or private sector?
- What did the second year students do last year? Does anything interest me about those internships? If so, what and why?

## **November-December DO RESEARCH**

- Research potential organizations that match your interests.
- Find out if these organizations have a formal summer internship program.
- Begin a preliminary search for possibilities. Check the CPPA website for possible agencies and websites. Do not forget the bulletin board outside of Mainzer!
- Network: talk with fellow students, faculty and staff to help you find organization contacts and possibilities. The more people who know you are looking for something, the better!

## **December-January MAKE CONTACT**

- Begin to contact individuals in these organizations for informational interviews, or merely to inquire whether the organization can take on a summer intern.
- If you are searching for an internship outside of the New England area, you may want to schedule informational interviews, or a visit, with prospective employers during break.
- If you plan to apply for a Fellowship, or have a Capstone Project idea, consider internships that might be helpful in these endeavors.

## **January-March APPLY**

- Begin applying for existing summer internship openings.
- Continue to make contact with prospective employers. Send out resumes with cover letters that outline the CPPA program and your intentions for finding a summer internship.
- You should begin going on actual interviews for internships.

## **March-April OFFERS**

- During this period you should begin to receive offers from employers.
- Do not get discouraged, continue to network, make contacts and send out resumes.

## **Late April-May FINALIZE**

- You should have your summer internship placement finalized during this period

## **Late May-Early June BEGIN INTERNSHIP**

- Remember the 10-week requirement and plan accordingly.

# Career/Internship Search Tips

## **Keep Good Records**

Keeping good records in the beginning will save you many headaches later on. Keep a record of all your job and internship search activities: letters and resumes you send out, information about organizations you apply to, responses you receive, copies of every correspondence (mail, fax or email) and notes from telephone conversations. It is just as important to remember what you said as it is to remember what a potential employer, interviewer or secretary said.

## **Be Prepared**

Keep a supply of updated resumes, transcripts, templates for cover letters and faxes, resume paper and envelopes, as well as stationary and envelopes (for thank you notes). Invest in a professional notebook to carry into interviews. Another great touch is to have simple business cards printed (you can find really cheap deals on the internet). It looks very professional when handing a prospective employer your business card and it is a simple way to give someone your contact information. Mock interviews are also a great way to prepare for those with little experience, or high anxiety. Ask fellow students, faculty or staff to serve as a potential employer.

## **Mid-Career Search Strategies**

Students who have already had a number of years of work experience should undertake a job search that begins early in the fall of the second year and continues throughout the academic year. The best strategy is to identify the organizations you wish to work for and begin to contact prospective employers before the time that positions become available. Go on informational interviews and use them to develop contacts and gather leads on possible openings. Apply for jobs early; it is never too early to make yourself visible to prospective employers. On that note, remember to network, network, network! Get in touch with former colleagues, CPPA alumni, fellow students, faculty and staff. You never know who might have an opportunity for you. Just as you did for your internship, create a list of prospective jobs and organizations and make contact through phone calls, informational interviews, informal contact or correspondence.

## **Pre-Career Job Strategies**

Students with less than two years professional experience are likely to be dependent on academic credentials, internship, assistantship and fellowship experience. Most of the above strategies can be adapted and applied to your job search. In addition, seek internships with potential employment opportunities. Utilize the online resources available through the website. As with the mid-career students, networking is very important...remember, whom you know might be better than what you know! Broaden your horizons...open your search to various sectors and geographic areas.

**If you ever need help with your internship and career searches, do not hesitate to ask. People are your best resources!**

# Cover Letters

**Mission:** While there are a variety of cover letters, the objective is the same: to get an interview and get hired. An effective cover letter introduces you to the reader and provides insight into your qualifications, experience and motivation. It is also an opportunity to demonstrate your writing and communication skills. Keep in mind that it is your first impression on the organization and so the cover letter should be your best writing.

## **Step One: Research**

Unlike a resume, each cover letter targets a specific organization. Before you even start writing, do some research about the organization. Find out about the organizational structure, the sector it is or target population it works with and who related organizations are. Have there been any recent developments in the news relevant to the organization? Has the organization made any dramatic changes recently or have there been budget cuts?

Also, remember the research the position. What does the position entail? What are the necessary skills? Think about how these skills fit in with yours. You can also get a feel for the culture of the organization by talking with past and present employees, reading publications, evaluating recruitment materials or attending information sessions when available.

## **Step Two: Writing the Cover Letter**

- Address the cover letter to a specific person. Extra phone calls are worth the effort.
- Verify the spelling and gender of the addressee.
- If it proves impossible to get a name, then address the letter to “Dear Sir or Madam.”
- A colon is appropriate for a salutation. For example: Dear Ms. Zoller:
- Keep it brief. A cover letter does not need to be more than 3-4 concise paragraphs adding up to about three quarters of the page.
- Be sincere in expressing your interest in the position and include relevant information from your research
- Identify your unique qualifications and areas of interest that make you a great candidate.
- Know your reader and keep him\her in mind while writing.
- Allow your letter to communicate your confidence and professionalism by being enthusiastic and focused.
- Proofread and proofread again. Don’t rely on the computer to do this for you. Try reading it backwards to help avoid skimming.
- Demonstrate your writing skills as well as your qualifications. Employers may be judging your writing style. Use parallel sentence structure and correct grammar.
- Try to avoid beginning every sentence with “I.”
- Remember to sign the letter.
- Include a cover letter even if it is not specifically requested.

# General Cover Letter Format

Your name  
Your street address  
City, State Zip Code  
Your email address  
(Area Code) Phone Number

Month Date, Year

Mr./Ms./Dr. First and Last Name of Person  
Position or Title  
Employer Organization's Name  
Employer Street Address/PO Box  
City, State Zip Code

Dear Mr./Ms./Dr. Last Name of Addressee:

Paragraph 1: Tell the reader who you are and why you are writing them. If someone referred you to the reader or you saw a job listing, say so here. Be enthusiastic about your interest, as you want to reader to continue.

Paragraph 2: Tell the reader why you are a good fit with their organization. Demonstrate knowledge of the organization and state why this position is interesting to you. Add in some of the research that you have done about the organization. If you are making a career change, explain it here, with an emphasis on why this particular change makes sense for you.

Paragraph 3: Tell the reader what you have to offer them and their organization. Be careful not to retell your resume. Emphasize your skills and accomplishments that are relevant to the position or define your work style.

Paragraph 4: Express interest in arranging an interview. Be proactive and say that you will follow up with a telephone call to discuss the next step, do not say that you will wait to hear from them. Calling is useful to verify that they have received your information. Even a negative is better than no response so that you can move on with your search. Close with a positive statement and thank the reader for their time.

Sincerely,

(4 spaces, sign name in this space!)

Your Name Typed

Enclosure

# Description of Resume Sections

Heading	At the top of your resume, include your <b>NAME</b> (in all caps and bold), local address, telephone, fax and email. Include permanent and current address information if applicable.
<b>Education</b>	<p>This section lists your educational background in reverse chronological order. The first line starts off with <b>UNIVERSITY OF MASSACHUSETTS</b> (all caps, bold), <b>Center for Public Policy and Administration</b> (upper/lower case, bold) and Amherst, MA (upper/lower case, regular type) right justified. The second line lists your degree and expected graduation date. The third line includes concentration and additional relevant coursework.</p> <p>Also list any other <b>GRADUATE SCHOOLS</b> in the same format. Then list your <b>UNDERGRADUATE SCHOOL</b> with degree, honors, distinctions, activities, etc. with the same consistent format.</p>
<b>Leadership</b>	You can choose to include a heading entitled “Leadership” in the left hand margin that includes memberships, activities, sports etc. that illustrate your leadership ability.
<b>Experience</b>	Begin the first line with the <b>NAME</b> of the organization in all caps and bold to maintain consistency with the beginning of the education section. Also on the first line, include the location of the job (upper/lower case, regular type).
2000-2002	<p>Perpendicular to the name of the organization along the left hand margin note the dates of employment.</p> <p>Under the name of the organization list your <b>Title</b> (upper/lower case, bold). After the title you can either describe the organization or department in one or two lines if it is not well known or understood from the title. Or, you can choose to include a short overview of the focus of the job.</p> <p>Follow the title with a section highlighting your relevant skills and abilities demonstrated by specific activities and accomplishments.</p> <ul style="list-style-type: none"><li>• Use bullet points to highlight accomplishments</li><li>• Avoid listing daily activities or simple job descriptions</li><li>• Choose specifics rather than generalizations</li><li>• Select strong, positive and active verbs (see list in the Career Guide)</li><li>• Complete sentences are not required; short concise phrases are recommended</li><li>• Whenever possible, keep each bullet to one line in length</li></ul> <p>Consistency is key with the order of information, format and spacing. For example, if you choose to include a brief overview after the title, then each experience section, needs to start with a brief overview.</p>
<b>Personal/Special Skills</b>	This section can include anything that you may want an employer or recruiter to know about you or your interests. Add things that set you apart from other candidates. These can include professional memberships, publications, computer skills, travel, language (note skill level: native, fluent, proficient, spoken fluently only) sports or creative talents. Since information included on your resume is open for discussion, be ready to talk about everything you decide to include.

# Resume Specifications and Suggestions

- Remember the **target** of your resume. This is for an **employer**, not for you. Be reader focused.
- Resumes should be **results oriented**. It is not a list of job descriptions.
- **Design** can be as important as content in your resume; good design allows the employer to see the content. Open space can be valuable. Consistency is also important.
- You may need to design a specific resume for a particular employer based on the special needs of that employer as detailed in the job description.
- Everything should be written in past tense, except for current activities.
- Remember when emailing or listing a resume online, information can get jumbled. Convert the resume to a PDF file or consider faxing.
- When switching career paths, avoid using industry specific jargon; the goal is to convince a new employer that your skills are relevant and transferable.
- Limit the length to one page. More than one page is justifiable only for individuals who have extensive prior professional experience or publications relevant to the position for which you are applying.
- Use margins from .5 to 1 inch, the left margin should always be .5.
- Be consistent with font and font size throughout.
- Proofread, proofread and proofread again. Have a friend proofread.
- Everyone who reads your resume will get something different out of it. Have as many people as possible review it and give you feedback.
- You can add “references available on request” to the end of your resume when room is available. However, asking for and receiving references is standard practice so there is no need to specifically state this.
- Do not include any reference to salary on your resume. Some employers may ask you for your salary history, which you should keep on a page, separate from your resume, and bring to your interview.
- Avoid listing irrelevant personal information such as marital status, age, height/weight, sexual orientation or political affiliations that are not essential to job function as interviewers are prohibited by law from asking for this type of information.

# Verbs To Assist In Resume & Letter Writing

**Note:** Use present tense for current employment & past tense for previous.

accomplish	delegate	interview	reduce
achieve	demonstrate	invent	refer
add	describe	investigate	regulate
adjust	design	involve	rehabilitate
administer	determine	judge	reorganize
adopt	develop	launch	repair
advise	diagnose	lead	replace
advocate	differentiate	lecture	replenish
aid	dispatch	lobby	report
allocate	dispense	locate	represent
analyze	display	maintain	research
apply	dissect	manage	resolve
appraise	distribute	map	revamp
approve	document	measure	review
arbitrate	draft	mediate	revise
arrange	draw	mentor	rewrite
assemble	earn	model	schedule
assess	edit	monitor	secure
assign	educate	motivate	select
assist	effect	navigate	sell
attain	encourage	negotiate	serve
audit	enlist	observe	simplify
budget	establish	operate	sketch
calibrate	estimate	organize	solve
care (for)	evaluate	originate	speak
change	examine	participate	streamline
check	exhibit	perform	strengthen
clarify	expedite	persuade	succeed
classify	explain	plan	summarize
coach	express	predict	supervise
code	facilitate	prepare	synthesize
collaborate	forecast	present	teach
collect	fulfill	print	theorize
communicate	generate	prioritize	train
compete	guide	process	transact
compile	hire	produce	transfer
complete	identify	program	treat
compose	illustrate	project	update
compute	imagine	promote	validate
conduct	implement	proofread	verify
confront	induce	propose	
consolidate	influence	provide	
construct	inform	publish	
control	initiate	question	
coordinate	inspect	raise	
correspond	inspire	recommend	
counsel	install	reconcile	
create	instruct	record	
critique	integrate	recruit	
decide	interpret	reduce	

JANE DOE  
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Amherst, Massachusetts 01234  
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**Education**      **UNIVERSITY OF MASSACHUSETTS**      Amherst, MA  
**Center for Public Policy and Administration**  
Master of Public Administration expected May 2003  
Course work includes: economics, statistics, public management, policy analysis, public finance

**BOSTON UNIVERSITY**      Boston, MA  
Bachelor of Arts in Sociology, magna cum laude, May 1997  
Phi Beta Kappa  
Semester Abroad in Tokyo, Japan, Spring 1996

**Leadership**      **Captain.** Boston University Varsity Tennis Team  
**Chair.** Boston University Employee Charitable Giving Committee

**Experience**      **OFFICE OF MANAGEMENT AND BUDGET, Education Branch**      Washington, DC  
2000-2001      **Program Assistant.**  
                  • Monitored and evaluated Congressional education legislation  
                  • Prepared reports for media distribution  
                  • Reviewed....

1999-2000      **URBAN INSTITUTE, Welfare Department**      Washington, DC  
                  **Research Assistant.**  
                  • Conducted a study of support systems available for women on welfare  
                  • Designed a web page....  
                  • Generated reports....

1997-1999      **BOSTON UNIVERSITY**      Boston, MA  
                  **Assistant Director of Annual Giving**  
                  • Solicited alumni for financial gifts to the Annual Fund  
                  • Maintained and upgraded computer databases of alumni information  
                  • Obtained a \$1 million grant from the Smith Foundation

1995-1997      **BOSTON UNIVERSITY**      Boston, MA  
                  **Student Intern with the Office of Annual Giving**  
                  • Organized the Student Phone-athon  
                  • Supervised Student Workers in alumni solicitation

**Skills/**      **Language Skills:** Fluent in French  
**Activities**      **Computer Skills:** STATA, SPSS, Power Point, Excel, Word  
                  **Activities:** Volunteer ESL Tutor with the Jones Library in Amherst

**JANE DOE**  
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## **EDUCATION**

*UNIVERSITY OF MASSACHUSETTS* *Amherst, MA*  
Center for Public Policy and Administration  
Candidate for Master of Public Administration, expected May 2003  
Coursework in economics, statistics, politics, ethics

*BOSTON UNIVERSITY* *Boston, MA*  
Bachelor of Arts in Sociology, magna cum laude, May 1997  
Phi Beta Kappa,  
Semester Abroad in Tokyo, Japan, Spring 1996

## **EXPERIENCE**

*Program Assistant* *5/00-8/01*  
Education Branch of the Office of Management and Budget, Washington, DC  

- Monitored and evaluated Congressional education legislation
- Prepared reports for media distribution
- Reviewed....

*Research Assistant* *7/99-5/00*  
Welfare Department of the Urban Institute, Washington, DC  

- Conducted a study of support systems available for women on welfare
- Designed a web page....
- Prepared reports....

*Assistant Director of Annual Giving* *6/97-6/99*  
Boston University, Boston, MA  

- Solicited alumni for financial gifts to the Annual Fund
- Maintained and upgraded computer databases of alumni information
- Obtained a \$1 million grant from the Smith Foundation
- Chair of the Boston University Employee Charitable Giving Committee

*Student Intern with the Office of Annual Giving* *8/95-5/97*  
Boston University, Boston, MA  

- Organized the Student Phone-athon
- Supervised Student Workers in alumni solicitation

## **SKILLS/ACTIVITIES**

Language Skills: Fluent in French  
Computer Skills: STATA, SPSS, Power Point, Excel, Word  
Volunteer ESL Tutor with the Jones Library in Amherst  
Captain, Boston University Varsity Tennis Team

# The Interview

## After Sending The Cover Letter And Resume

After you have written the prospective employer, the length of time that you wait for a response depends on the circumstances. If you are applying for a specific position that has been advertised, it is likely that the prospective employer will contact you within two weeks to acknowledge receipt of your resume.

In cases where you have sent an unsolicited letter and resume, follow up your letter with a phone call about ten days later. Inquire if the letter and resume have been received and whether you can make an appointment to meet for further discussion.

If the prospective employer invites you to come for a specific job opening, and it is located in another city, it is customary for the employer to cover travel expenses. (This may not be true for the Federal Government or Non-Profits). If the prospective employer is simply agreeing to meet with you, in response to your unsolicited request, you should expect to cover your own expenses.

## General Interview Tips

- Be prepared. Research the organization (check out their website or ask other CPPA-ers) and research yourself (have answers ready for common questions).
- Dress Appropriately!
- Sit Up Straight!
- Act Confident!
- Arrive Early! (If you are early, you are on time. If you are on time, then you're late. And if you're late,...you had better be dead, dying or bleeding profusely!)
- First impressions are important and they are usually made by the organization's receptionists or secretaries.
- Try to think of an interview as an opportunity to have a conversation (a two-sided dialogue) with the potential employer about you, the organization and the specific position. The interviewer will have reviewed your resume and approved of your academic and professional credentials, so the interview can provide an opportunity to express:
  - your motivation;
  - your unique traits (what sets you apart from the other candidates);
  - your knowledge and skills; and
  - your personality and work style.
- Think of each interview as a learning experience and try to gain from it.

# The Interview, Cont'd

## Frequently Asked Questions

- Tell us about yourself and what you can offer us in this position
- What motivated you to apply for this position?
- Why did you choose public policy graduate school? Why did you choose CPPA?
- What do you think makes a good policy analyst/consultant/legislative director/administrator?
- What accomplishments have given you the most satisfaction?
- Do you have a single greatest accomplishment?
- Describe a challenging experience and how you handled it.
- Tell about a mistake you made in your last job.
- Give me examples of public speaking you have done. How did you prepare?
- What type of work do you do best? What type of supervisor suits you best?
- What are your three or four greatest strengths/weaknesses?
- Why should I hire you?
- Have you read any books for pleasure lately? What are they and why?
- Tell me about a difficult decision you had to make. What process did you use?
- Tell me about a time when you had to get people to help you who didn't want to help.

## Common Mistakes In Interviews

- Talking too much. Try not to repeat. Practice answering questions succinctly.
- Not listening to the question. Don't start thinking about your answer until the question is clear. Otherwise you will fail to answer the question fully.
- Panicking. An interviewer may throw in a strange or completely unanticipated question with some specific result in mind. Do your best to answer the question without showing too much shock, then forget about it and move on.

## Have Some Of Your Own Questions Ready

Some questions will naturally come up during the interview. Generally, the interviewer will also leave time at the end for you to ask questions. If you read something interesting about the organization, ask about it. IF you need some clarification of the duties of your position, its place in the organization, or the internal workings of the organization, ask them now.

More specific questions about benefits, salary, performance evaluations, office space, and vacation time should be left until the organization makes an offer to you. At that time you will need to evaluate the offer very carefully.

# Specific Tips For Specific Interviews

**INFORMATION INTERVIEWS:** An information interview is a crucial and often overlooked aspect of networking and is used to find out about a job and make a contact.

- Gather information about a particular organization/sector/field of interest.
- Make a list of potential interviewers: use your own networks, or ask fellow students, faculty and staff for contacts.
- Write or email the person you want to meet, emphasize that you are not looking for a job but researching an organization or sector.
- Set up a meeting, making sure you know how long the meeting will be.
- Before the meeting it is imperative that you research the organization you are curious about and formulate a list of questions you wish to ask – do not waste your contact's time.
- Ask “If you were in my place, having seen my resume and heard my goals, what would you do and who else would you talk to?” In other words, try to make more contacts.
- Bring extra copies of your resume.
- Follow up regularly with successful contacts (but do not inundate the person).

**TELEPHONE INTERVIEWS:** Telephone Interviews often supplement in person interviews when organizations cannot afford the expense of an in-person interview. The average telephone interview lasts 15-20 minutes.

- Keep a copy of your resume beside the telephone.
- Maintain a file with information on the organizations to which you apply, and have it handy.
- Keep blank paper and pencil near the telephone
- Make sure your housemates take phone messages seriously.
- Conduct yourself with the same demeanor you would if you were in the employer's office having an interview. Convey energy and enthusiasm!
- Turn off distracting noises and maintain good posture.
- If you have time, dress as if you were at an in-person interview and set up and label chairs for each person in the interview, so you can visualize being in the room.

**CASE ANALYSIS INTERVIEWS:** A case analysis interview is used to assess your analytical skills. The interviewer will present a hypothetical problem and you will be asked to figure out your approach to a problem. The focus is on your thought process more than your actual knowledge of a subject, or a correct answer. The interviewer will be looking for a response similar to a policy analysis; in other words, demonstrate your ability to:

- frame the problem and identify the relevant issues
- break the problem into workable components
- identify a number of creative solutions
- communicate solutions in a concise and linear fashion
- generate thoughtful questions, if necessary.

# Interview Follow-up

## Thank You Notes

- Write a thank-you note to every person with whom you interview and to other people who help you in your search.
- Thank you notes should be mailed no more than 2 or 3 days after the meeting occurred.
- Ask for a business card, so you will have the correct name and address.
- Hand-written or typed thank you notes are both appropriate (using professional-looking thank you cards or resume paper); E-mail is inappropriate.
- Be brief, and thank the recipient for their time.
- Ask a follow-up question, if you have one.
- Mention some topic that will remind them of your name and face.
- The letter need not follow business format.
- Be sure to include your return address on the envelope.
- For an added touch, create your own professional letterhead using Microsoft Publisher.

## Example:

Date

Dear Mr./Mrs. Last Name,

Thank you for taking the time to meet with me on Thursday. I enjoyed that opportunity to learn more about the work that the Pioneer Valley Planning Commission does for the local community.

As follow-up on our conversation, I examined the previous *State of the Pioneer Valley* Reports and was quite impressed with how the project has progressed over the last two years. The reports are an excellent means by which to disseminate information to people at all levels of the community.

Again, thank you so very much for your time, and I look forward to hearing from you towards the end of next week.

Sincerely,

# Salary Negotiation

In salary negotiation, it is important to be aware of your own financial needs and attitudes as well as understand the job market. Talking about money and negotiating salary can be nerve wracking. It helps, therefore to think through some issues beforehand.

## Your Needs, Attitudes and Finances

Knowing your own financial needs is a good place to start. Create a budget and determine what is the minimum salary that you are willing to accept and make sure that the jobs that you are applying for will likely meet this minimum.

Think about your attitudes about money and how comfortable you are talking about money. Put this into the context of estimating the value of the skills and assets that you bring to an employer. Do you tend to over or underestimate your professional worth? Remember that salaries are not a personal reflection, but rather, reflect the value of the work you will produce and the skills that you bring to an employer along with the “going rate” of that job in the market and the location of the position within the organization. In estimating your worth, consider what makes you a strong candidate and compile documentation of your professional value.

Remember that compensation is more than just the dollar amount an organization is going to pay you. Benefits make a significant difference in the value of an offer. Also, in some instances, employers may not be able to offer you money but can negotiate the benefit package. Benefits include:

- Health, disability and life insurance
- Domestic partner/family benefits
- Reimbursement accounts
- Education and training programs
- Child and day care services
- Paid vacation/holiday/personal/sick time
- Unpaid leave
- Flextime and telecommuting
- Retirement/pension/savings plans
- Bonuses
- Professional membership dues
- Profit sharing
- Cost-of-living adjustments
- Relocation expenses
- Termination agreement (severance package)
- Opportunities to develop skills on the job/work with specific people
- Professional title

## Tips on Salary Negotiation

- Whenever possible **avoid discussing salary until an offer has been made**. In some cases, providing a salary history prior to an interview is required and should not be ignored.
  - Reassure the employer that your expectations are reasonable but that you would prefer to wait until a future date when it is clear that there is a good fit between your skills and the organization's needs.
  - Try to redirect the conversation to address issues related to compensation instead of actual compensation amounts. Ask about responsibilities, who you would report to, how many people would you supervise, is travel involved, how is performance evaluated, etc.
- Give a salary range. Being specific means that you will inevitably give an amount that is either too low or too high.
- Research the market and know what comparable jobs are paying.
- Remember that your compensation history includes more than your hourly wage. For example, graduate students' compensation includes tuition and fee waivers.
- Respond to inquiries about salary requirements by stating "open" or "negotiable."
- Don't assume your qualifications and performance will determine your salary.
- Don't personalize the process and see it as a reflection of your self worth.
- Remember that the employer does not have complete control over the negotiation process. Both parties have something to gain or lose.
- Body language speaks volumes. Present yourself well and project an image that matches the salary being negotiated.
- Leave yourself room to negotiate.
- Don't feel that you have to accept the first or second offer from an employer.
- Get the offer in writing. Make sure you understand the agreement.
- Follow-up with a thank you letter in which you also express that you are looking forward to working with the people you met in the interview process and contributing to the organization.