

BACHELOR OF MANAGEMENT  
INTERNSHIP PROGRAM  
2021 / 2022

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# INTERNSHIP WORKBOOK



**DALHOUSIE  
UNIVERSITY**

Management  
Career Services





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# Management Career Services

Management Career Services (MCS) fosters professional growth by providing industry-specific knowledge, skills and resources to advance your professional career goals and development.

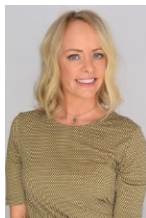
MCS provides various resources to help you throughout your program and work term job search such as:

- One-on-one coaching appointments;
- Recruitment and networking events;
- Interview competitions;
- Workshops and e-learning webinars;
- Corporate tours; and
- Work term and graduate job opportunities.

Choosing to participate in career development activities will increase your knowledge of the job market, develop your employability skills and expand your network.

MCS strives to be an inspired team recognized as a national leader in career services with advocates who include engaged students, collaborative employer partners, and supportive faculty.

## Serving Students:



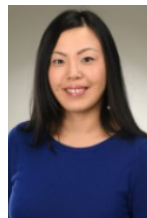
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The myCareer system is the primary intermediary between students and the MCS staff. By logging on, you can:

- View and apply for work term job postings;
- Schedule interviews;
- Submit a self-developed job for approval;
- See and register for upcoming events;
- Book appointments with a Career and Recruitment Specialist (CRS);
- View and apply for part-time, full-time and volunteer postings via the Career Services section; and
- Gain access to e-learning webinars and other resources.

## Login to myCareer

1. Login to <https://my.dal.ca/> by entering your net ID and password
2. Once you are logged in, see the Quick Links section on the right hand side of the myDal main page
3. Click on the myCareer link, which should appear as the second link under Quick Links

### **TIP! – Resources Section in myCareer**

To access the many helpful resources that have been created to support you in your job search:

- Open myCareer (see login to myCareer below) and select **Management Career Services**
- From the sub-menu, select **Student Resources**

## Booking an Appointment in myCareer

MCS offers a wide range of services to BMgmt, BComm, and CR MBA students, including one-on-one appointments. Appointments are 30-minutes and provide industry-specific expert advice to meet your individual needs. MCS provides appointments for (but not limited to):

- Your job search and networking strategies (including working abroad);
- Interview preparation and practice (practice interviews can be provided); and
- Resume and cover letter review and revision.

Appointments must be booked at least 24 hours in advance, and can be booked up to 14 days in advance. To book an appointment, login to myCareer and go to **Management Career Services**, then click **Appointments**.

## MCS vs. Career Services in myCareer

You will note in myCareer that there is a section labeled **Career Services** and a section labeled **Management Career Services**. Management Career Services is specifically for students studying under the Faculty of Management, while Career Services is available to all Dalhousie students through the Bissett Student Success Centre. **MCS approved work term opportunities are posted under Management Career Services.**

## Accessing Work Term Positions in myCareer

myCareer is an excellent tool for your job search. MCS requires students to complete Steps 1-7 on Checklist #1 (page 47) to have access to job postings on myCareer.

### **TIP! – Still Need Help?**

For more tips on using myCareer, you can check out our myCareer User Guide by selecting the Student myCareer user guide on our home page at: [www.dal.ca/mcs](http://www.dal.ca/mcs).

# Career Exploration, Job Searching & Work Term Success

# Exploring Career Interests

You have developed interests, skills, and knowledge through your experiences in school, sports, work, volunteering, etc. that have begun to influence your future career choices.

You may have already decided what you are planning on majoring in, or you may still need time to explore and learn about the different options open to you as part of your degree. Over the course of your degree, your career interests may change multiple times.

Taking the time to explore your career interests is an important and necessary step in your career development as it:

- Allows you to explore professions within the industry;
- Provides a clearer vision of what it is like to work within a certain industry. Sometimes we have a vision of what it is like to work in a certain industry or profession, and that vision may or may not be the reality of the work; and
- Allows you to create a more focused job search plan, targeting companies that are of interest to you and building connections with relevant professionals.

All of this will ultimately set you up for future career success.

When exploring your career interests, you may find it helpful to start by asking yourself some questions that will help you decide what area(s) might be of interest to you. The answers to these questions could help lead you to a potential job sector, company and/or person.

Think about your upcoming work term when reflecting on these questions, and what you are hoping to learn from your work term experience.

*What skills do you want to use and what skills do you want to develop?*

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*Do you want to work directly with people, data, or things? Why?*

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*Do you want to work for a service business or a product business? Why?*

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*continued...*



*Do you want to work in a small, medium or a large sized organization? Why?*

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*What type of industry do you want to work in? (Banking/ Advertising/ Manufacturing/ Environment/ International Business/ Knowledge Management / etc.)*

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*What are your personal needs for a work term? (Walk to work, work space of your own, salary, flex time, independence in your role, etc.)*

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*Where do you want to work? (Halifax, Toronto, flexible, etc. Being flexible can give you more options.)*

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*What do you hope to learn or gain from your work term experience? (Knowledge of a specific industry, knowledge of software/application, opportunity to build connections, future post graduate opportunities, etc.)*

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Take the time to reflect on these questions at different points in your program as your interests and goals may change as you continue to learn and gather new skills and knowledge.

# Exploring Career Interests - *Activity*

Now that you have reflected on what is important to you as you move towards your work term, the *Exploring Career Interests* activity will now provide you with a guide to help you get started with actionable items. There are three different ways to begin exploring:

1. Exploring through research;
2. Exploring through conversation; and
3. Exploring through engagement.

Record your progress on the *Exploring Career Interest* worksheet on page 16 as you move through each section.

## Exploring Through Research

The exploring through research section is about reading more into the industry, profession, and/or company you would like to work for. The more you know, the better prepared you will be. Use the many resources available to you (newspapers, business magazines, trade journals, etc.).

As you complete this section of the worksheet, ask yourself “what industry/profession/company do I want to know more about”. You could start by reading through a company website, reading an industry magazine, and/or starting to research an industry on The Vault.

### ***TIP! – The Vault***

Dalhousie students have complimentary access to The Vault, a Career Intelligence portal which is a great place to begin exploring your career interests. To access The Vault’s industry information, employer and internship rankings and reviews, career advice, online job board and award-winning Career Guides on job search and interview skills, follow the link under the “Student Resources” section of myCareer.

### **Do Research On:**

Nature of the occupation: *How does this occupation link to what you value and need?*

- Why does the job exist and what need does the occupation serve?
- Major duties and responsibilities involved?
- Products made or services provided by this occupation?
- What are the top organizations in this field?
- Future prospects?

Experience/Education: *What do you have and what do you need?*

- Degree (Major/Minor/Concentration) required?
- Previous work experience required?
- Ability, skills required for this field?
- Personal interests required?
- Certification/licensing/legal requirements for this field?

Salary and Benefits: *What are your expectations?*

- Salary range for entry level through to management/director level?
- Benefits typically offered?

Environment: *Do these match your lifestyle choices?*

- Work schedule?
- Opportunities for advancement/recognition?
- Professional associations?
- Travel requirements?

## Exploring Through Conversation

There are many benefits to talking with people who currently work, have experience in, or have contacts within your area of interest. Industry professionals, students who have already completed work terms, Dalhousie faculty/staff, and existing connections in your personal network (such as family, friends, teachers, coaches, former employers) can all provide useful insights to you.

Talking with people for the purpose of gathering information, advice, and tips on moving forward with your job search is called informational interviewing.

### Informational Interviewing

<p><b>WHAT</b> is it?</p>	<p><b>Talking</b> with people who are currently working in the field to <b>gain a better understanding</b> of an occupation or industry and to <b>build a network of contacts in that field.</b></p> <p>The purpose is not to ask for a job, but simply to <b>request information, advice, tips, strategies, referrals</b>, etc. to help you with your job search.</p>
<p><b>WHY</b> are they important for my career exploration?</p>	<p><b>Informational interviews will help you:</b></p> <ul style="list-style-type: none"> <li>• Gain valuable information on a particular industry, career path or company and how it matches your skills and interests</li> <li>• Build your professional connections</li> <li>• Understand the recruiting needs and approach for an employer or industry</li> <li>• Improve your job search application documents, and help prepare for future interviews</li> <li>• Increase your chance of getting hired</li> <li>• Decide on the best field / job / company for you</li> <li>• Source referral contacts to explore and increase your network</li> </ul>
<p><b>HOW</b> do they happen?</p>	<p>Informational interviews are initiated by you, and can be conducted a number of ways: <b>In Person / Phone / Skype / Email</b></p> <p>The key is to book them in advance, have your questions prepared, and keep it brief.</p>

### Five Steps for Informational Interview Success

#### 1. Identify Who to Connect With

- Ask people you know (friends, family, classmates, faculty, former supervisors, etc.) if they can connect you with someone in the field you are interested in
- Use available resources to find additional options to consider (i.e. LinkedIn, local Chamber of Commerce)

#### 2. Decide on the Questions

- Prepare open-ended questions that allow for discussion, rather than yes/no answers
- Do not ask questions you could easily find answers to online or in print
- Questions can focus on:
  - **THEM:** How did you get where you are today?
  - **COMPANY / INDUSTRY:** What is a typical career path in this industry?
  - **YOU:** What skills or training will I need to be successful in this field?
- On page 12 you will find a list of potential questions to get you started. Remember to make your questions meaningful to you and the information that you are trying to obtain

## 3. Request a Short Meeting

- Phone or email to request 15-20 minutes of their time, at a time that is convenient for them
- If needed, leave a message explaining the reason for your request
- Here is a typical script for a phone conversation requesting an informational interview:
  - Hello, my name is \_\_\_\_\_. I found your contact information on the Halifax Chamber of Commerce website. I am contacting you because I am a Dalhousie student planning for a career in \_\_\_\_\_. In particular, I am interested in learning more about the areas of \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_. I would really appreciate the opportunity to meet with you at your office to learn more about this industry. Would you have 15-20 minutes next week in which I could meet you?
- Follow-up if you do not hear back within one week

## 4. Have a Conversation

- Be sure to arrive on time
- If talking in person or via Skype, dress neatly and appropriately
- Begin by thanking the person who you are meeting with for giving you their time, and then explain why you requested to meet with them (i.e. to learn about their company/ their job/ the industry in which they work)
- Listen carefully and take notes throughout your meeting
- Stick to the time reserved for the meeting
- Ask for referrals, and how best to keep in touch

## 5. Follow-up

- Send a thank you note within 48 hours after the informational interview (example on pg. 13)
- Remember to follow-up on advice, events, and/or referrals if you were given other people to contact

**TIP! - Informational Interview Questions**

When determining the questions to ask during an informational interview, always pick ones that are meaningful and impactful for you. Consider the things you would like to know about the person, the company and/or the industry.

*Them:*

- Can you tell me a little about how you got started in this field? Why did you decide to get into this field?
- What helped you in the advancement of your career?
- What are some of the rewards of this role? What are some of the challenges you experience?
- What is your typical day or week like in this role?

*Company / Industry:*

- How did you choose this company? What do you like most about this company?
- What do you feel are the most important skills and attitudes that would make a person successful in this job?
- What do you see as future trends for this occupation?
- Is there a demand for people in this occupation?

*You:*

- What work / volunteer experience would benefit me in targeting this career area?
- Are there any professional associations I could join? Which would you recommend?
- What special advice would you give a person entering this field?
- What type of entry-level positions are best for learning as much as possible in this area?

*Bonus question:*

- Is there anyone else you would recommend in a similar or related area with whom I could speak? When I call him/her, may I use your name?

## Thank You Letter

It is always a good idea to send a thank you letter to someone who has taken their time to share information with you. It shows that you appreciate the time and advice that they have given you, and it will also help build the relationship which can help you as you move forward with your job search. It also helps to keep you on their mind in the event an opportunity comes up.

Send your thank you letter (paper or email) within 48 hours of your informational interview. Review the example below, and tailor to fit your personal circumstance.

*Example: Dear Mr. Smith,*

*It was very kind of you to meet with me yesterday to discuss your business and I very much appreciate the time you took out of your day. My career goal is to pursue a job in the field and the information you shared has helped me gain a better understanding of this exciting area.*

*If you know anyone in your organization who would benefit from my background and experiences, please do not hesitate to have them contact me.*

*With your permission, as I further my education at Dalhousie University, I may contact you again for more information. Thank you once again for your time and helpful advice.*

*Sincerely,*

*Johnny Jobhunter*

### **TIP! – Informational Interview Quick Tips**

- If the first person you contact cannot meet with you, ask if they have a colleague that could potentially meet with you.
- Treat this meeting as if it is a job interview. They could be interviewing you during this time so making a good first impression is very important. Be sure to arrive promptly, dress appropriately, prepare meaningful questions, and make a good first impression.
- Bring a resume with you, but only show it if it is asked for. This is not a formal job interview. Remember that you asked this person for information, not a job. Showing your resume could add too much pressure on the person you are interviewing.
- Demonstrate that you have a genuine interest in the advice that they share with you.
- Do not share the information you learned from your contact without their permission.
- Do not ask for a job!

## Exploring Through Engagement

You are going to be doing this a lot over the next couple of years as you complete your work terms. A work term is a fantastic way to explore your career interest through engagement. This section is about getting involved in events, activities, groups, and/or sessions that help you gain a further understanding of the industry, while continuing to build connections through networking.

Engagement takes time, effort, and a proactive approach to getting involved. Taking advantage of opportunities available to you now will help you develop and grow your network throughout your academic career, benefiting you during your job search.

### Networking

Networking is establishing connections with business individuals or groups. These connections help create beneficial relationships when searching for employment or business opportunities. Through networking, you can acquire information about an industry, a company, and/or what a company is looking for in their employees. It is also a great way to find out about potential opportunities and jobs.

Networking should never be all about you. One of the easiest ways to engage someone in conversation is to get them talking about themselves. Ask questions concerning what they do, their interests, current events, or their interest in the event you are attending. Some potential conversation starters or questions you could ask are:

- What brought you to today's event?
- What do you do? What do you enjoy most about what you do?
- What has been the key to success for you personally? What skills or experiences have helped you advance in your career?
- What advice would you give to someone interested in \_\_\_\_\_?

It is important to recognize that you can network and take advantage of networking opportunities anywhere at any time, even if you are not currently in the market for a job. MCS organizes a number of information sessions and networking events throughout each semester that allows students to network with various employers in different fields. You can network with anyone including professors, previous employers, Chamber of Commerce members, industry professionals, family, friends, MCS staff, et cetera. Some other places that present good networking opportunities are parties and holiday events, meetings, conferences, work, and/or sporting events.

The key to building a strong network is maintaining contact with your connections. In fact, 80% of today's jobs are landed through networking! Remember that the connections that you make now could benefit you in the future!

#### ***TIP! – Business Cards***

You will meet new people as you engage within your industry, and it is always a good idea to have some business cards available. Include your name, phone number, email address, degree and LinkedIn URL on your business card. Ask for business cards and offer yours in return. A full resume will not be suitable for most situations, but will be very useful as a follow up piece to your conversation.



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Successful people will tell you to always be networking. Here are tips for networking effectively, at any group event or activity you engage in.

Prepare in Advance	During Event / Activity	After Event / Activity
<p><b>Consider:</b></p> <ul style="list-style-type: none"> <li>Who you may meet there</li> <li>Your goals for engaging with them: <ul style="list-style-type: none"> <li>to gather information</li> <li>to build a relationship</li> <li>to obtain industry referrals</li> </ul> </li> <li>How you can “dress to impress”</li> <li>What questions you can ask</li> <li>How to introduce yourself <ul style="list-style-type: none"> <li>prepare an “elevator pitch”</li> </ul> </li> </ul> <p><b>Practice your approach:</b></p> <ul style="list-style-type: none"> <li>Strong handshake</li> <li>Genuine smile, direct eye contact</li> <li>Introduce yourself: <ul style="list-style-type: none"> <li>use your prepared “elevator pitch”</li> <li>always indicate first and last name, and program of study</li> </ul> </li> </ul>	<p><b>Tips for success:</b></p> <ul style="list-style-type: none"> <li>Wear a name tag, if provided</li> <li>Engage with attendees, speakers, etc.</li> <li>Use conversation starters</li> <li>Contribute / offer help as needed</li> <li>Get a business card, if possible</li> </ul> <p><b>Do not discuss:</b></p> <ul style="list-style-type: none"> <li>Religion</li> <li>Politics</li> <li>Health problems</li> <li>Anything negative, controversial, or overly personal</li> </ul> <p><i>Do not monopolize someone's time; arrange a follow-up meeting to talk further if needed.</i></p>	<p><b>Make note of:</b></p> <ul style="list-style-type: none"> <li>Names and organizations</li> <li>Tips, advice, or referrals received</li> <li>Offers or promises extended</li> <li>Next event or activity date</li> </ul> <p><b>Be sure to follow-up:</b></p> <ul style="list-style-type: none"> <li>Connect on social media</li> <li>Send a direct message acknowledging you discussion</li> <li>Extend thanks for assistance, or reminders for follow-up offered</li> <li>Ask to keep in touch, or set a date for a follow-up meeting</li> <li>Look for future opportunities to continue the conversation / build the relationship</li> </ul>

## Other Ways to Engage

### Get Involved at Dalhousie

Join a society, and/or take part in a case competition or interview competition. There are lots of ways to get involved right here on the Dalhousie campus, and within the Rowe School of Business itself. Examples include:

- Dalhousie Investment Society (DALIS)
- Rowe Marketing Association (RMA)
- Dalhousie Management Society (DMS)
- Dalhousie Accounting Society (DAS)

### Association Membership

Attain memberships with associations in your area that fit with your career interests. For a directory of Canadian and International Associations and affiliates visit [www.charityvillage.com](http://www.charityvillage.com). Local examples include:

- Halifax Chamber of Commerce
- Chartered Professionals in Human Resources (CPHR Canada)
- Fusion Halifax
- Canadian Marketing Association

### Volunteer

Volunteer with associations and organizations. Employers will expect you to become involved with the community. Students who have recent volunteer experience will have an advantage in most cases (our experience tells us this is especially true of larger corporations and accounting firms). An annual Volunteer Fair is hosted at Dalhousie; more details can be found at [www.dal.ca/cldc](http://www.dal.ca/cldc).

### Career Fair

Attend the annual Halifax Career Fair. This event provides a great opportunity to connect with several employers from across the country. Visit [www.halifaxcareerfair.ca](http://www.halifaxcareerfair.ca) for more information.

# Exploring Career Interests - *Worksheet*

There are three ways to explore your career interests:

- 1. Exploring through research;
- 2. Exploring through conversation; and
- 3. Exploring through engagement.

Use the worksheet below as a guide to help you get started in exploring your career interests.

	<div>Research</div> <div>Newspapers, magazines, internet sites</div>	<div>Conversation</div> <div>Friends, family, professors, industry professionals</div>	<div>Engagement</div> <div>Job shadowing, volunteering, co-op work terms</div>
<i>Example:</i>	<div><ul style="list-style-type: none"><li>Local newspaper (Telegraph Journal, Metro News)</li><li>The Vault</li></ul></div>	<div><ul style="list-style-type: none"><li>Bob White (family friend)</li><li>Anne Brown (supervisor)</li><li>FUSION Halifax networking event</li></ul></div>	<div><ul style="list-style-type: none"><li>Participant - Workplace Experience Program</li><li>Volunteer</li></ul></div>



# Job Searching

Once you have taken the time to explore your career interests, and have gained a better sense of your career direction, you are now ready to begin a proactive job search.

## Proactive Job Search

There are many ways of finding available job opportunities. As discussed in the last section, referring to a network of contacts can provide insight into unadvertised positions and when used effectively, the internet and social media can also be of assistance in finding positions.

The key to a successful job search is using a proactive, targeted approach and using both your network and internet resources simultaneously. This allows you to readily apply to those jobs which interest you, and to also gain valuable information about your industry while building connections, helping you get closer to securing a job.

## Internet Resources for Your Job Search

There are many on-line search engines solely dedicated to advertising jobs from many organizations (myCareer, CareerBeacon), and some organizations post jobs exclusively on their own corporate/company websites. As an active job seeker, it is important to check both regularly.

MCS posts a number of pre-approved co-op jobs through the myCareer system. These jobs are a result of the relationships MCS has formed with various employers over the years. Jobs posted range from every focus, and are located all over Canada.

Securing the right position takes hard work, research, persistence, and good instincts. Identify sites of interest, bookmark them and visit them on a regular basis. A successful job search today is dependent on quality business intelligence, knowing your value, being able to communicate it well, and reaching decision makers who need your value in their business.

### **TIP! – On-Line Job Search Sites**

[www.careerbeacon.com](http://www.careerbeacon.com)

[www.talentegg.ca](http://www.talentegg.ca)

[www.charityvillage.ca](http://www.charityvillage.ca)

[www.eluta.ca](http://www.eluta.ca)

[www.simplyhired.com](http://www.simplyhired.com)

[www.indeed.com](http://www.indeed.com)

## Social Media and Your Job Search

Social media can be used strategically to build your network and stay informed about current job markets. By engaging regularly with companies of interest, you can stay informed on their current activities, and open doors to potential job opportunities. Personal branding is a great tool in your job search, but it's important to be aware that social media can also hurt your co-op job search if you are not careful. Many social media sites are public domains and are readily available to employers who may want to conduct an informal background check on a potential new hire. Some things to consider when using social media accounts such as LinkedIn, Facebook, Twitter, or Snapchat):

- Set your personal media accounts to private, or change your profile name (use a nickname or middle name) so that a resume name search by an employer does not return your personal accounts
- Use only professional pictures, or those that are neutral in content and tone
- Ensure posted comments are acceptable; delete or ask poster to remove inappropriate comments in your feed
- Check professional profiles (LinkedIn) have up-to-date, accurate information and show proof of highlighted skills

### **TIP! – Managing Your Personal and Professional Online Profiles**

The increasing presence of social networking sites (i.e. Facebook, Twitter) presents an interesting challenge for people who want to use social media for both personal and professional purposes. It is always a good idea to keep them separate; do not add colleagues to your personal social media accounts. Rather, add them to your professional networks, such as LinkedIn.

***LinkedIn***

LinkedIn is a professional networking site, operating the world's largest professional network online with more than 562 million members in over 200 countries and territories worldwide. There are more than 15 million members in Canada!

LinkedIn allows you to create an online resume and connect with employers and peers to expand your network. LinkedIn is a tool that helps to illustrate if and how you are connected to other professionals. Connections are described as being:

- First degree – You know them personally and are connected on the site;
- Second degree – One of your first degree connections is connected to them through the site; and
- Third degree – One of your first degree connections knows them as a second degree connection.

Using LinkedIn can be a valuable resource throughout your job search. Company pages are a good source for company information as well as current activities. Out of companies that use social media for recruitment, 93% voted LinkedIn as their top choice for recruiting through social media.

***Facebook / Instagram / Snapchat***

These social media sites are often considered by users as a social network that is personal property. It is not uncommon for employers to look up these social networking sites to help in the screening process of potential employees however, so if you would prefer to keep your profiles "personal", set your privacy settings to reflect this. Frequently examine the content you have displayed on your profiles, or the content that you are tagged in, so that you can maintain a professional image when job searching.

Company participation in social media platforms is also growing. On Facebook and Instagram, you have the option to "Like" and "Follow" company pages. Liking and following company pages will keep you updated on their current activity through status updates visible on your daily news feed. Many companies will check to see if a candidate has "liked" or "followed" their page before making their selections for interviews.

***Twitter***

Twitter is one of the largest social media platforms, with over 336+ million monthly active users worldwide. Becoming a member of the Twitter community opens new opportunities and channels to conduct your job search. By following companies of interest you can monitor company updates, including job postings. There are also Twitter accounts designed specifically for job postings, which as a user, you can follow:

- By company (i.e. @PepsiCoJOBS)
- By field (i.e. @Accountant\_Job)
- By top employers (i.e. @ct100\_jobs)

Twitter can and should be used as a resource when you are actively searching for employment. It also becomes a useful tool in researching a company before an interview to see their recent activity.

***Job Scams***

Job scams are common and therefore all job seekers need to be cautious when evaluating opportunities. Watch for signs such as:

- Employer correspondence with many spelling and grammatical errors;
- Being contacted at odd hours, by text or instant messaging, or through a non company branded or misspelled company email address;
- You are never asked to interview or meet the employer face-to-face before hire;
- You are pushed for money or personal information;
- The position appears to be different from what was initially advertised;
- You cannot find much information on the company; or
- The opportunity seems too good to be true (i.e. high salary, work from home, or no experience necessary).

Before you apply to any job, make sure you research the company thoroughly. If you are not sure whether the company is legitimate, or if you suspect that you may be a victim of a scam, contact Management Career Services for assistance.

# Identifying Your Skills

## Knowing Your Skills

Skill identification is an important part of your career development. Understanding what your skills are, and being able to communicate examples of them during informational interviews, within your resume and cover letter, and/or during a job interview is the foundation for success in securing a job.

Skills are a set of characteristics including knowledge, know-how, attitudes and behaviors, that give us the ability to do something. Sometimes this ability is gained through education, a job, an extracurricular activity, such as being on Student Council, or through a volunteer position, like a sports coach or donation canvasser. The skills which you develop in one setting can be transferable to another setting.

Skills are broken down into two areas: soft skills (transferable) and hard skills (technical).

Soft Skills	Hard Skills
<ul style="list-style-type: none"> <li>• Communication</li> <li>• Teamwork</li> <li>• Initiative</li> <li>• Problem Solving</li> <li>• Time Management</li> <li>• Organizational</li> <li>• Accuracy</li> <li>• Attention to Detail</li> </ul>	<ul style="list-style-type: none"> <li>• Accounts Payable/Receivable</li> <li>• Google Analytics</li> <li>• Microsoft Office Suite</li> <li>• Financial Modeling</li> <li>• Simply Accounting</li> <li>• Adobe Photoshop</li> <li>• QuickBooks</li> <li>• Financial Statement Analysis</li> </ul>

## My Pride Experience - *Activity*

It is very important to recognize the skills that you have as every activity/task that you perform develops skills. You also want to remember that it is important to recognize the skills that you need. Carefully reflecting on your skills will help you communicate them effectively, and will help you understand areas for further development.

This activity will help you to reflect on and identify skills that you have, helping you articulate during informational interviews, within your resume and cover letter, and/or during a job interview.

### *Step 1: My Pride List*

List experiences from your work, volunteer, extra-curricular experiences, etc. that are positive for you and that bring a sense of pride when you think of them.

- 1.
- 2.
- 3.
- 4.
- 5.

# My Pride Experience - Activity *Continued*

## *Step 2: My Pride Story*

Take one of the examples from your pride list that you are particularly proud of, and write a detailed description of how you accomplished that experience. Be specific.

## *Step 3: Skill Identification*

Listed below are some transferable skills which you may have had the opportunity to develop through your pride experience. Review the list and check the ones that you have identified through reflection. Include skills that are not listed in the space provided.

### **Communication Skills**

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Writing          | <input type="checkbox"/> Editing             | <input type="checkbox"/> Presentation Skills |
| <input type="checkbox"/> Teamwork         | <input type="checkbox"/> Negotiating         | <input type="checkbox"/> Translating         |
| <input type="checkbox"/> Interpersonal    | <input type="checkbox"/> Conflict Resolution | <input type="checkbox"/> _____               |
| <input type="checkbox"/> Customer Service | <input type="checkbox"/> Interviewing        | <input type="checkbox"/> _____               |
| <input type="checkbox"/> Speaking         | <input type="checkbox"/> Effective Listening | <input type="checkbox"/> _____               |

### **Management Skills**

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Initiative         | <input type="checkbox"/> Project Management | <input type="checkbox"/> Ability to Delegate |
| <input type="checkbox"/> Multi-tasking      | <input type="checkbox"/> Motivates Others   | <input type="checkbox"/> Prioritize          |
| <input type="checkbox"/> Adaptable/Flexible | <input type="checkbox"/> Self Motivated     | <input type="checkbox"/> _____               |
| <input type="checkbox"/> Organizational     | <input type="checkbox"/> Mediation          | <input type="checkbox"/> _____               |
| <input type="checkbox"/> Time Management    | <input type="checkbox"/> Supervisory        | <input type="checkbox"/> _____               |

### **Research Skills**

- |  |   |                                     |
|--|---|-------------------------------------|
| <input type="checkbox"/> Analytical        | <input type="checkbox"/> Summarizing        | <input type="checkbox"/> Inventive  |
| <input type="checkbox"/> Detail Orientated | <input type="checkbox"/> Experimenting      | <input type="checkbox"/> Assessment |
| <input type="checkbox"/> Problem Solving   | <input type="checkbox"/> Data clarification | <input type="checkbox"/> _____      |
| <input type="checkbox"/> Data Collection   | <input type="checkbox"/> Independence       | <input type="checkbox"/> _____      |
| <input type="checkbox"/> Critical Thinking | <input type="checkbox"/> Investigative      | <input type="checkbox"/> _____      |

**Teaching/Helping Skills**

- |                                       |                                     |                                      |
|---------------------------------------|-------------------------------------|--------------------------------------|
| <input type="checkbox"/> Coaching     | <input type="checkbox"/> Motivating | <input type="checkbox"/> Advising    |
| <input type="checkbox"/> Mentoring    | <input type="checkbox"/> Listening  | <input type="checkbox"/> Counselling |
| <input type="checkbox"/> Assessment   | <input type="checkbox"/> Patience   | <input type="checkbox"/> _____       |
| <input type="checkbox"/> Facilitation | <input type="checkbox"/> Supportive | <input type="checkbox"/> _____       |
| <input type="checkbox"/> Educating    | <input type="checkbox"/> Caring     | <input type="checkbox"/> _____       |

**Financial/Accounting Skills**

- |                                      |                                      |                                      |
|--------------------------------------|--------------------------------------|--------------------------------------|
| <input type="checkbox"/> Accounting  | <input type="checkbox"/> Projecting  | <input type="checkbox"/> Auditing    |
| <input type="checkbox"/> Budgeting   | <input type="checkbox"/> Balancing   | <input type="checkbox"/> Fundraising |
| <input type="checkbox"/> Forecasting | <input type="checkbox"/> Calculation | <input type="checkbox"/> _____       |
| <input type="checkbox"/> Analyzing   | <input type="checkbox"/> Estimating  | <input type="checkbox"/> _____       |
| <input type="checkbox"/> Appraising  | <input type="checkbox"/> Marketing   | <input type="checkbox"/> _____       |

**Creative/Marketing Skills**

- |   |  |                                      |
|---|--|--------------------------------------|
| <input type="checkbox"/> Creating         | <input type="checkbox"/> Content Development | <input type="checkbox"/> Improvising |
| <input type="checkbox"/> Illustrating     | <input type="checkbox"/> Influencing         | <input type="checkbox"/> Analyzing   |
| <input type="checkbox"/> Creative Writing | <input type="checkbox"/> Directing           | <input type="checkbox"/> _____       |
| <input type="checkbox"/> Designing        | <input type="checkbox"/> Visualizing         | <input type="checkbox"/> _____       |
| <input type="checkbox"/> Selling          | <input type="checkbox"/> Social Media        | <input type="checkbox"/> _____       |

**Administrative/Clerical Skills**

- |  |                                       |                                     |
|--|---------------------------------------|-------------------------------------|
| <input type="checkbox"/> Filing        | <input type="checkbox"/> Coordination | <input type="checkbox"/> Retrieving |
| <input type="checkbox"/> Organization  | <input type="checkbox"/> Preparing    | <input type="checkbox"/> Compiling  |
| <input type="checkbox"/> Documentation | <input type="checkbox"/> Recording    | <input type="checkbox"/> _____      |
| <input type="checkbox"/> Monitoring    | <input type="checkbox"/> Cataloguing  | <input type="checkbox"/> _____      |

*Step 4: Skill Development*

It is also important to set clear skill development goals for future growth. Take a few moments to note the skills that you would like to develop or further strengthen as you move forward in your career development.

- 1.
- 2.
- 3.
- 4.
- 5.

***TIP! – Skill Identification***

You will be continuously developing and strengthening skills as you gain more experience through school, work, volunteering and/or extra-curricular activities. Remember to reflect upon your skills often, and be ready to communicate to an employer confidently.

# Resume and Cover Letter Approval Guidelines

Job searching is a competitive process, and it is important to have application documents that are effective. Your resume and cover letter must meet MCS approval in order for you to receive access to work term postings advertised through the myCareer system, and to have a job approved as eligible for work term credit.

MCS has created approval guidelines based on employer feedback and industry standards, which will help you evaluate and improve the effectiveness of your documents. Take a careful read through these guidelines, assess whether your resume and cover letter meet all requirements, and make revisions as needed to gain approval. Take note that shaded sections are mandatory for approval.

COVER LETTER Approval Guidelines				
		Do		Do Not
<b>1</b> Structure of Content	<b>A</b>	Use a standard/traditional business letter format OR match your resume letterhead formatting	<b>G</b>	Do not include personal information such as age, date of birth, race, religion, marital status, social insurance number or photo
	<b>B</b>	Include your full mailing address		
	<b>C</b>	Include the employer's full name (e.g. Ms. Susan Jones), their position title/department, company name and full mailing address		
	<b>D</b>	Include the date written in the following format: Month Day, Year (i.e. March 1, 2020)		
	<b>E</b>	Include a salutation (e.g. Dear Mr. Smith, or Dear Ms. Jones:)		
	<b>F</b>	Include a closing with your preferred first and last name (e.g. Sincerely, John Gray)		
<b>2</b> Format / Visual Appearance	<b>A</b>	Letter must be <b>no more than one page</b> in length with no blank pages appended	<b>E</b>	Do not format with indented paragraphs
	<b>B</b>	Use a consistent margin, creating a frame of white space on all sides (1 inch or 2.54 cm width recommended)		
	<b>C</b>	Add one blank line space between paragraphs and sections		
	<b>D</b>	Use the same font on your resume and cover letter		
<b>3</b> Elements of Business Writing	<b>A</b>	Organize your writing so that it is concise and contains logical transitions of information	<b>E</b>	<b>Avoid the overuse of "I"</b> (in particular, avoid starting sentences with "I")
	<b>B</b>	Use proper <b>grammar, spelling, capitalization and punctuation</b> throughout document		
	<b>C</b>	Use professional / formal language	<b>F</b>	Avoid repeating words and phrases
	<b>D</b>	Introduce any acronyms or abbreviations (i.e. BMGMT—Bachelor of Management)	<b>G</b>	Do not use contractions (i.e. use "I am" instead of "I'm")
<b>4</b> Opening Paragraph	<b>A</b>	Include the job title (as listed in the job posting) for which you are applying	<b>D</b>	Do not start this paragraph with "My name is..."
	<b>B</b>	Use your research to describe your interest and enthusiasm in contributing to the organization		
	<b>C</b>	Include a brief sentence that indicates your top 3-4 skills and/or qualifications which <b>"make the match" to the job posting requirements</b>		
<b>5</b> Middle Paragraph(s)	<b>A</b>	Provide a <b>detailed example to demonstrate/prove each skill or qualification</b> as noted in your opening paragraph; examples can be drawn from various experiences (i.e. work, volunteer, academic, extra-curricular, society)		
	<b>B</b>	Describe how your highlighted skills and qualifications will <b>benefit the organization</b>		
<b>6</b> Closing Paragraph	<b>A</b>	Restate the top skills and/or qualifications that make you a good match for the job and/or organization		
	<b>B</b>	Express <b>why</b> you are enthusiastic about the role and/or organization		
	<b>C</b>	Provide contact details (i.e. accurate phone number with area code & professional Dalhousie email address - firstname.lastname@dal.ca) <a href="#">TIP: Click here for directions on how to set up your professional address</a>		

RESUME Approval Guidelines			
		Do	Do Not
<b>1</b> Format / Visual Appearance	<b>A</b>	Use a consistent margin, creating a frame of white space on all sides (1 inch or 2.54 cm width recommended)	<b>H</b> Do not use an auto-fill-in resume template, text boxes or pictures
	<b>B</b>	Use larger font size for your name at the top of your resume	
	<b>C</b>	Be consistent with your font and formatting throughout your document	<b>I</b> Do not put the title "Resume" at the top of your resume
	<b>D</b>	Ensure your resume is <b>no longer than 2 pages</b> with no blank pages appended (note: finance industry is 1 page only)	<b>J</b> Do not left-align your dates - use tabs to align with right margin
	<b>E</b>	Minimize your use of bolding, italics, and underlines	
	<b>F</b>	Add one blank line space between each section and each education/job/volunteer entry to make the resume easy to read	
	<b>G</b>	List all entries in each section in <b>reverse chronological order</b> (most recent to least recent)	
<b>2</b> Letterhead / Contact Details	<b>A</b>	Include your preferred first and last name (e.g. Elizabeth MacDonald)	<b>E</b> Do not include personal information such as age, date of birth, race, religion, marital status, social insurance number, or a photo
	<b>B</b>	Include your full mailing address	
	<b>C</b>	Include a current phone number including your area code	
	<b>D</b>	Create and use a professional Dalhousie email address (do not use ab123456@dal.ca or a personal email, instead create firstname.lastname@dal.ca)  <a href="#"><u>TIP: Click here for directions on how to set up your professional address</u></a>	
<b>3</b> Elements of Business Writing	<b>A</b>	<b>Use bulleted points in each section</b> for descriptive statements (do not use paragraphs)	<b>F</b> Do not use pronouns such as "I / my / we / our / their" etc in your resume
	<b>B</b>	<b>Use proper grammar</b> (other than pronouns listed in "do not" section), <b>spelling, capitalization and punctuation</b> throughout document	<b>G</b> Do not include any misleading or inaccurate information
	<b>C</b>	Use present tense for current experiences and past tense for previous experiences	<b>H</b> Avoid repeating words and phrases
	<b>D</b>	Be consistent when using or not using a period at the end of each bulleted statement	
	<b>E</b>	Introduce any acronyms or abbreviations (i.e. BMGMT = Bachelor of Management)	
<b>4</b> Optional Section: Profile / Summary of Qualifications	<b>A</b>	Use this section to make statements <b>showing the "match" between you and the job</b> by including experiences, accomplishments and skills that fit the requirements of the job description	<b>C</b> Do not use a section titled "Objective Statement"
	<b>B</b>	In each statement, provide proof of how you gained, developed or achieved the skill, experience or accomplishment noted	<b>D</b> Do not exceed five bullets/points
<b>5</b> Education	<b>A</b>	Include the name of your degree, school, and location (e.g. Halifax, NS)	
	<b>B</b>	Include your expected graduation year (e.g. Candidate 2022)	
	<b>C</b>	When including high school education, use formatting that is consistent with university entry, but note only the year graduated	
	<b>D</b>	Place this section near the top of your resume on the first page	
<b>6</b> Work Experience	<b>A</b>	Include job title, organization name, location, and dates employed	<b>D</b> Do not start an action statement with "Responsibilities included..." or "Duties were..."
	<b>B</b>	Create bulleted action statements; <b>focus on your skills and/or knowledge</b> demonstrated or developed during each experience <b>Must Include: 1. What/skill; 2. How/why; and Recommended to Include: 3. Result, outcome or learning</b>	
	<b>C</b>	Where possible, include statements that <b>"make the match" to the specific industry and/or position</b> to which you are applying	
<b>7</b> Optional Sections: Volunteer / Extra-Curricular	<b>A</b>	Include role title, organization name, location, and dates involved	
	<b>B</b>	If including bulleted action statements (dependant on space and if applicable to job posting), focus on your skills and/or knowledge demonstrated or developed during each experience <b>Must Include: 1. What/skill; 2. How/why; and Recommended to Include: 3. Result, outcome or learning</b>	
<b>8</b> References			<b>B</b> Do not include a list of your references on your resume

# Resume

At first glance, a resume is a summary of your personal history, but more importantly it must highlight your skills and accomplishments. This is marketing at the most personal level; the resume is a vital self-promotion tool.

An effective resume will define your skills and abilities, showing how well you perform when operating at or near the peak of your abilities. It should communicate your accomplishments rather than describe duties and responsibilities (many people take on responsibilities, but do not fulfill their commitments). Did you cut costs, solve a computer problem, get an award for most outstanding student or volunteer? If yes, say so; give numbers, statistics, or whatever is required to give your statement credibility.

## Rules of a Resume

- Targeted:** Your resume should be targeted towards the employer and the position for which you are applying. Use the industry checklists on pg. 25 to help target your documents.
- Focused:** An effective resume is focused on your skills and abilities, and how you can help the employer meet his/her needs by providing a match between the skills required and those that you have. Consider the job description to be a series of questions in asking “how do you meet the following requirements”. Your resume should answer those questions.
- Concise :** Make sure your resume is clear and concise. Include only relevant information. Be brief as busy employers do not have time to read lengthy resumes. Two pages is the acceptable maximum length (finance resumes are one page only). Use white space to make it more organized, easy to read, and visually attractive.
- Action Oriented:** Use action verbs to show your range of skills (see Writing Detailed Action Statements, pg. 28).
- Confident:** Modesty will not earn you any points. Be confident and proud of your achievements, but remember to be brief. You want to capture the employer’s interest so that they are compelled to find out more at the interview.
- Formal:** Ensure your resume is written in the third person. A formal writer is disconnected from the topic to make observations so there is no use of personal pronouns like ‘I’, ‘me’, or ‘you’.
- Current:** Your resume and cover letter should be updated and improved continuously, especially as you gain skills, knowledge, and experience relevant to your area of interest.

### **TIP! – Applicant Tracking Systems (ATS)**

An applicant tracking system (ATS) is a software application that enables the electronic handling of recruitment needs. Companies use an ATS system to track applicants and run queries based on a set of criteria related to a specific job opportunity to get a list of candidates who best match their identified needs.

This process is the first step in short-listing candidates for human resource professionals. Using key words to communicate your skills, knowledge and qualifications targeted in the job posting is critical to success in these applications.

Tips for ATS success:

- Assume every company is using an ATS system
- The best source of keywords is still the job posting - tailor your documents!
- To an ATS system, the content on page 1 is MOST important - recent and relevant experience is most important
- Do not use text boxes, headers and/or footers - it may look nice, but many ATS systems cannot read (or they just ignore) this information



## Industry Checklists

Every industry has certain expectations for skills, knowledge, and experience that they look for in your resume and/or cover letter. Take a careful read through the lists below, identify your match points, and ensure that your documents effectively highlight these points.

### *Accounting*

- ☐ strong academic standing
- ☐ financial interest and abilities
- ☐ ability to listen, communicate clearly
- ☐ good interpersonal and effective networking skills
- ☐ analytical skills
- ☐ strong initiative
- ☐ effective teamwork skills
- ☐ strong presentation skills
- ☐ extra-curricular activities
- ☐ ability to trouble shoot / problem solve

### *Finance*

- ☐ resume is no longer than 1 page
- ☐ high academic standing
- ☐ good interpersonal and teamwork skills
- ☐ initiative
- ☐ knowledge and interest in finance, the market, and current news
- ☐ extra-curricular activity (competitive sports, investment society, leadership, etc.)
- ☐ strong technical skills (i.e. Excel)

### *Marketing*

- ☐ skills in networking and building relationships
- ☐ problem solving skills
- ☐ organizational and time management skills
- ☐ persuasion / sales skills
- ☐ applications must be focused to the specific job function (e.g. advertising, brand management, logistics) for which you are applying

### *General Business*

- ☐ solid understanding of business
- ☐ strong oral and written communication skills / language proficiency
- ☐ attention to detail
- ☐ organizational and time management skills
- ☐ strong initiative
- ☐ ability to work independently or as part of a team

### **TIP! – Growing Your Industry Match Points**

Take the time to seek out opportunities which will help you develop the skills, knowledge, and experience noted above through active participation in:

- School (experiential learning opportunities, exchanges, competitions)
- Extra-curricular (societies, groups, sports)
- Volunteering and/or community service initiatives
- Part time and/or summer employment
- Industry conferences, workshops, and events

# Constructing a Resume - *Sample*

**Note:** Your resume can not be longer than two pages in length.

## Jane Morris

1234 South Street • Halifax • Nova Scotia • B3L 6B5 (street address optional)

902-456-4567 • jane.morris@dal.ca

### Profile

- This section allows you to target your resume by highlighting key points that are relevant to the employer. Be specific, link to the job description and/or company and prove with an example.
- Do not exceed five points/bullets. This is not a mandatory section.
- **Example:** Effective organizational and time management skills demonstrated through successfully taking the lead on coordinating orientation and society events

### Education

**Bachelor of \_\_\_\_\_** (specify Commerce Co-op or Management), \_\_\_\_\_ major Candidate 2022  
Dalhousie University, Halifax, NS

- You can list academic achievements here including GPA if over 3.5

**High School Diploma** (optional) Year Graduated  
Name of High School, City, Province

### Work Experience

**Position Title** Dates Employed  
Name of Organization, City, Province

- List work experiences in reverse chronological order (most recent to least recent)
- Use action statements to list your skills, knowledge and accomplishments in bullet point format
- Refer to "Writing Detailed Action Statements" on pg. 28 and 29 to help with writing action statements
- Use past tense if no longer in the role and present tense if you are currently in the role
- Be specific and concise in your statements, and be consistent with your formatting

### Volunteer Experience OR Community Involvement

**Position Title** Dates Involved  
Name of Organization, City, Province

- Use action statements to list your skills, knowledge and accomplishments in bullet point format
- Do not exceed 2-3 points/bullets for each experience

### Awards

**Name of the Award, Name of Issuing Organization** Date Received

- List awards in reverse chronological order (most recent to least recent)
- Optional: include reason for receiving the award, highlighting skills

### Extra-Curricular Activities

**Role** Dates Involved  
Club/Society/Team, City, Province

- Optional: use action statements to list your skills, knowledge and accomplishments in bullet format

References Available Upon Request (optional - if space allows)

## Writing Profile Statements - *Activity*

To make your resume stand out, include a concise, customized Profile Section. Written in 3-5 bulleted statements, this section summarizes the skills, experience, and attributes you can offer an employer, and shows the **value** you can bring to an organization or role by emphasizing the “match” between you and the position or company. All key skills and achievements noted should provide some general context as to where or how they were developed or achieved. Use the steps and chart below to help you develop effective profile statements.

**Step # 1: Determine which key skills, experience or traits are most needed by the employer.**

- *Review the job posting, company website, and any other relevant material needed.*

**Step # 2: Choose your “match” points for your Profile. Ask yourself these questions:**

- *What experience do you have in this field?*
- *Which of the required skills have you learned, developed or demonstrated, and where / when?*
- *What personal attributes, passions or commitments do you have that would be most valued by this employer?*
- *Do you possess any specific technical, language or creative abilities that were requested for this role?*

**Step # 3: Create concise bulleted statements that provide some detail or context to support your claim.**

- *Write in third-person language; eliminate pronouns.*
- *Avoid generic statements that “just sound good” (outstanding communication skills, or excellent team player).*
- *Focus on specific accomplishments that directly relate to the job, and note where or how these were achieved.*

	Your Background	Profile Statement
<b>Example:</b>	I have 10 years of work experience, mostly in retail store positions. I worked as a floor clerk for a few national chains; my job was to serve customers and sell merchandise.	<ul style="list-style-type: none"> <li>• <i>Ten years sales and customer service experience, gained through front-line and merchandising positions with national retailers</i></li> </ul>
	I want to work in this role because I can use my accounting skills. In my last work term I got experience in balancing financial statements and completing month-end reconciliations.	<ul style="list-style-type: none"> <li>• <i>Accurate accounting skills including balancing statements and completing month-end reconciliations, demonstrated through previous employment</i></li> </ul>
	I have good time management skills: I have to be organized in order to get my homework done on time, while working and participating in society and extracurricular activities.	<ul style="list-style-type: none"> <li>• <i>Effective time manager, proven through success in balancing school demands with work, extra-curricular activities and society involvement</i></li> </ul>

# Writing Detailed Action Statements

## What are Action Statements?

Action statements are bulleted statements included under your experiences on your resume. These statements describe skills and knowledge and emphasize the results of your actions. They can be added to many sections of your resume, including your work, volunteer, and extra-curricular experiences.

Writing detailed action statements can be challenging, but it is one of the most important things to get right on your resume. Employers want to know how you can add value to their team or organization and action statements communicate these points. If done well, your action statements should be tailored towards the position, company, and/or industry you are interested in or applying to.

## How to Write Detailed Action Statements

### Step #1 - Assess Your Skills

To write detailed action statements, you first need to assess the skills and/or knowledge that you developed, strengthened, and/or used in each of your experiences. Refer to the “My Pride Activity” exercise on page 20-21 for help in determining your skills and/or knowledge. With each experience ask yourself:

- *What skills and/or knowledge would a potential employer want to know that I developed in this role?*

### Step #2 - Consider Your Match Points

After you have assessed your skills and/or knowledge for each experience, consider which will be most relevant and important to the position, company, and/or industry which you are interested in or applying to. Refer to the “Make Your Match Chart - Activity” on page 31. Ask yourself:

- *Which skills and/or knowledge were highlighted in the job description?*
- *Based on my company and/or industry research, which skills and/or knowledge may be valued?*

### Step #3—Write Your Statements Using the Action Statement Formula

After you have determined your skills and/or knowledge match points, begin writing your action statements for each experience using the formula below which includes three components:

1. **What** you did / **skill** acquired or demonstrated;
2. The action that you took, which explains **how** and/or **why** you did that task or used that skill; and
3. The **result**, outcome or learning of your action.

Note that a good action statement should also:

- Start with a **strong action verb** and not repeat the same verb for all statements;
- Use specific examples and details; and
- **Quantify** examples and results.

#### Tip! Action Verbs

adjusted	coached	directed	facilitated	improved	modified	reconciled
advertised	communicated	discussed	forecasted	initiated	motivated	recorded
advised	compiled	drafted	formulated	interpreted	negotiated	researched
analyzed	conducted	edited	furthered	introduced	operated	retrieved
articulated	consulted	educated	gathered	led	organized	scheduled
assigned	coordinated	enhanced	generated	logged	oversaw	summarized
audited	corrected	established	guided	managed	planned	tested
balanced	demonstrated	estimated	handled	marketed	processed	upgraded
budgeted	determined	evaluated	hired	measured	projected	utilized
calculated	developed	examined	implemented	merged	provided	verified

# Writing Detailed Action Statements - *Activity*

The following activity goes through each step in creating detailed action statements. Review page 28 prior to completing this activity. Use the blank space in each section to create your own.

## Step #1 - Assess Your Skills

Previous Role: Retail Sales Associate			
Customer Service Attention to Detail	Analytical Conflict Resolution	Communication Problem Solving	Organization Teamwork
Your Previous Role:			

## Step #2 - Consider Your Match Points

Employer Needs	I Have
<ul style="list-style-type: none"> <li>Analytical skills</li> <li>Customer service focus</li> <li>Attention to detail</li> </ul>	<ul style="list-style-type: none"> <li>Assess customer needs</li> <li>Handling customer complaints</li> <li>Balancing cash float</li> </ul>

## Step #3 - Write Your Statements

	What/Skill	How and/or Why	Result
Brainstorm:	Assess customer needs	<ul style="list-style-type: none"> <li>To make product recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Successfully met daily sales targets</li> </ul>
	Used communication skills	<ul style="list-style-type: none"> <li>To fix customer complaints</li> </ul>	<ul style="list-style-type: none"> <li>Kept customers happy</li> <li>Repeat business</li> </ul>
	Used attention to detail	<ul style="list-style-type: none"> <li>Counting daily cash float</li> <li>Using MS Excel</li> </ul>	<ul style="list-style-type: none"> <li>Consistently balanced financials</li> </ul>

**Retail Sales Associate**  
GAP, Halifax, Nova Scotia

May - August 2020

*Final Action  
Statements  
As They  
Appear on  
Your  
Resume:*

- Analyzed customer needs to determine product recommendations, successfully meeting daily sales targets
- Leveraged communication skills to resolve customer concerns, which increased overall satisfaction rates and encouraged repeat business
- Utilized strong attention to detail to calculate daily cash float and record sales into MS Excel, resulting in consistently balanced end-of-day financials

What/Skill	How and/or Why	Result

# Cover Letters

Like a resume, a cover letter should be clear, concise, and highlight your skills and knowledge. The cover letter is one of the tools employers use to identify your abilities and experience applicable to their position.

Each cover letter must be tailored to the position for which you are applying to and must be professional. A well-written cover letter will leave the reader wanting to know more, while a poorly written one may lose you the opportunity of an interview.

## Writing Your Cover Letter

A cover letter is required for every position posted by MCS. The competition for positions is high and recruiters will screen out 85% to 90% of applicants, often within tight time constraints. This means most cover letters are scanned, by recruiters or computers, in 8-10 seconds. Based on that brief review, applications will be kept or discarded. By following these guidelines you will increase your chances of remaining in the job competition.

### 1. Study the Job Posting

Avoid the temptation of scanning the ad, deciding to apply, and sending off a standard letter that is not tailored to the position. The employer will read the first line and skip to the next applicant. Instead, study the ad, underline or highlight key words and phrases relating to qualifications, corporate culture, and company information. Make a list of the qualifications and skills required for this job.

### 2. Research the Position and the Company

First, think about your network. Do you know anyone in the company or in a similar position? Do you know anyone who might have a contact in that company or industry? If so, visit or phone that individual to learn more. Carefully review the company's website, if one is available. If unable to locate a website, begin some paper research. Use public libraries to gather current, accurate information about the company and industry.

### 3. Identify Related Skills and Experience

Now that you understand what the employer needs, review your skills and qualifications. Break down their needs and your skills and qualifications into the "Make the Match" chart on page 31 to help you determine those that are a best fit for the requirements of the position and that would be of particular interest to the prospective employer. Remember to also take into consideration the goal of the organization and how that goal aligns with your own personal goals. Rank the skills required in accordance to what abilities would be necessary in completing the job successfully.

### 4. Write the Letter

Catch the attention of your reader in the first line of your letter and continue to keep their attention through to the end. To pull all the data together effectively, remember that every letter has four basic segments:

- 1) Salutation;
- 2) Introduction;
- 3) Body; and
- 4) Closing.

More information on what goes into each segment can be found on page 32.

#### ***TIP! – Avoid Repetition***

When writing your cover letter, avoid using the same words and phrases throughout your document and vary your language when communicating similar ideas. For example, client, patron, consumer, etc. are all alternate ways to say "customer".

Also, beginning each sentence with "I" sounds repetitive and does not show strong written communication skills. If you find yourself overusing "I", change your sentence structure around to begin with different phrases.

# Make the Match Chart - *Activity*

In the “Employer Needs” column, write down a list of the employer needs (i.e. skills and/or knowledge) as identified in the job description. In the “I Have” column, write down examples of how you match that need. Draw examples from past experiences including work, volunteer, society involvement, extracurricular activities, et cetera. Remember to note the organizations’ goal and make mention of how that relates to your own personal goals within your cover letter. Once you complete your chart, you are ready to begin writing your cover letter.

Employer Needs	I Have
Goal:	

Company: \_\_\_\_\_ Job Title\_\_\_\_\_

# Constructing a Cover Letter - *Sample*

Your Street Address  
City, Province  
Postal Code

***Note:** Alternatively, your contact information can be in the same format as your letterhead on your resume. If you include your phone number and email address within your header, do not include this information in your final paragraph.*

Date

Mr. or Ms. First and Last Name (Employer Name)  
Position Title, Department  
Company Name  
Company Street Address  
City, Province  
Postal Code

Dear Mr. or Ms. Last Name:

**First Paragraph:** Indicate the job that you are applying for and where you heard of it (include the job competition or reference number). State your program and selected major or area of concentration if related to the job for which you are applying. Include a sentence that specifically introduces your top three or four skills, knowledge and/or qualifications (utilize the “Make the Match” chart, pg. 31) that create a connection to the organization and/or job. This needs to be specific.

**Second Paragraph:** Your goal in the following two paragraphs is to prove the skills, knowledge and personal traits/ characteristics that you introduced in your opening. In this paragraph, provide a specific example for the top two skills, using two different experiences (i.e. work, volunteer, academic, extra-curricular, society). Where appropriate, relate your skills and experiences back to the job description by indicating how you will contribute to this role if hired.

**Third Paragraph:** Continue to provide detailed examples for remaining top skills. Use examples from different experiences (i.e. work, volunteer, academic, extra-curricular, society). Where appropriate, relate your skills and experiences back to the job description by indicating how you will contribute to this role if hired.

**Fourth Paragraph:** Thank the reader for their time and consideration of your application, and restate the top skills/ knowledge that indicate why you are a good match for the job and organization. You may also demonstrate your knowledge of the organization. Include your contact information if not provided in your address above (phone number and Dalhousie email address) so that they may contact you for an interview.

Sincerely,

First and Last Name

***Note:** Your cover letter can not be longer than one page in length.*



# Interviewing

Congratulations! You have been invited to an interview and your potential employer is interested in learning more about your skills and knowledge in relation to their needs. Convincing the interviewer you are the right person for the position is your ultimate goal during the interview.

To be effective as an interview candidate, you will want to prepare for all stages of the interview process: Before, During, and After.

## Before the Interview

An interview is a business conversation that requires thorough preparation ahead of time. In order to be effective and professional, and to ensure you are ready to communicate your skills and knowledge to “make the match” between yourself and the job requirements, review each step below before every interview.

### 1. Confirm the Logistics

Know the exact date, time, and place of the interview, the interviewer's full name (including correct pronunciation) and his or her title. Estimate your travel time, and plan to arrive a few minutes early. It is also a good idea to find out what interview format will be used (i.e. phone, skype/video, one-on-one, panel).

#### ***TIP! – Phone and Skype Interviews***

When interviewing from a distance, it can be challenging to convey to the interviewer your enthusiasm and energy. Non-verbal communication makes up approximately 90% of what we communicate to others; in a phone or Skype situation, we have to rely much more heavily on our verbal communication skills. Tone, intonation, volume, and cadence become incredibly important. Try following the tips below to find success with these formats of interviews.

- Dress professionally - from head to toe!
- Ensure you have a quiet space with a secure phone line or internet connection, and that your electronics are fully charged.
- Smile on the phone and on Skype. Your voice will convey enthusiasm and energy. Make sure to also maintain eye contact on Skype.
- Maintain good posture. Make sure to sit at a desk for both phone and Skype interviews. Avoid laying down, slouching, or walking as this will effect your concentration and tone of voice.

### 2. Review and Research

It is always a good idea to carefully review the job description and research the organization and industry. Review the job description again, and conduct company and industry research before your interview so you can answer questions intelligently. At minimum, research the company's website and know their products and services, annual sales revenue, principal lines of business, and/or locations. Other good sources of company information can come from LinkedIn, Twitter, Facebook, the news and/or industry publications.

### 3. Reflect, Prepare and Practice

By carefully reviewing the job description, the organization, and the industry, you can often anticipate the kinds of questions that may be asked in an interview. Once you have determined some probable questions, reflect on your own personal experiences and be prepared to provide examples of your skills and knowledge that best fit the job opportunity. Take the time to review possible interview question techniques (i.e. traditional, technical, behavioural, situational) and practice answering questions out loud or with a friend.

#### ***Behavioural Based Interviewing***

Behavioural Based Interviewing is one of the most popular question techniques used in interviews. Its goal is to predict how you will behave in work situations in the future by learning how you behaved in work situations in the past. Some employers believe it is the best predictor of your future performance.

Behavioural based questions typically begin with “tell me about a time”, “describe a situation when”, or “give me an example of” and expect you to provide examples from your past experiences. A helpful technique to use when answering behavioural type questions is the PAR formula (also referred to as STAR or SOAR).

**TIP! – Behavioural Based Questions**

- Tell me about a time when you had to explain detailed information to someone.
- Describe the last time you did something at school/work that went beyond expectations.
- Give me an example of a time when you worked on a group project that didn't go well. What happened, and what did you do?

**TIP! – PAR Formula**

The best way to respond to a Behavioural Based Interview question is by providing a complete answer following the ‘PAR’ formula (also referred to as STAR or SOAR):

Problem	—————>	describe the <u>problem</u> you faced
Action	—————>	describe the <u>action</u> you took
Result	—————>	tell what <u>results</u> were achieved

*Example: “Tell me about a time when you had to show initiative.”*

**Problem** *“Last summer I worked as a First Aid Assistant at a summer camp. I was assisting in monitoring the health of 150 campers. During the summer there was a flu outbreak, so I needed to create an action*

**Action** *“I met with the lead Medical Officers and Camp Directors to assess our needs and available resources. I started by contacting Health Canada to report important data, and to obtain information on best practices. Based on this information, I then created an Excel spreadsheet to record our inventory of medical supplies, and immediately contacted the supplier to replenish low stock. I maintained constant communication with the Medical Unit to keep on top of low inventory. At the nurses station, I created a chart to assist with the in-take process, which recorded all of the campers health concerns, so that they could be assisted in a timely manner. Finally, I ensured all contact information of the campers was up-to-date, so that the Camp Directors could contact parents with progress reports on their children.*

**Result** *“The Medical Unit appreciated the new database of inventory and continuous check-ins on inventory, as well as the assistance with the intake process, and happily all of the preparations resulted in*

**Situational/Scenario Questions**

In some ways, situational questions are similar to behavioral questions in that you are asked to describe your actions in a certain situation. However, in this instance you are directed to consider what you would do rather than what you did do.

These types of questions are designed to draw out more of your analytical and problem-solving skills as well as how you handle problems with short notice and minimal preparation. You can share some details about how you anticipate you would respond to the situation, but the best answers to situational interview questions provide concrete examples of how you handled a similar situation in the past, therefore the PAR Technique will be helpful in preparing to answer these types of questions as well.

**TIP! – Sample Situational/ Scenario Questions**

- A customer call is transferred to your phone line after having been previously transferred twice. You do not know the answer to the customer's question and it is clear the customer is getting frustrated. What would you do?
- A co-worker tells you in confidence that she plans to call in sick while actually taking a week's vacation. What would you do and why?

### ***Stress Questions***

Stress questions are when the employer proposes questions with the mission to intimidate the candidate and keep him/her off-balance. The purpose is to find out how the candidate handles stress.

The key to success when answering these types of questions is to de-personalize the process. The interviewer is deliberately asking difficult questions to assess your reaction. Realize that there is nothing personal behind the interviewer's approach; this will make it easier to handle the questions. Stay relaxed and answer each question to the best of your ability.

### ***Traditional Questions***

Traditional interview questions focus on a job-seeker's background, skills, and values.

Your goal is to answer each question with a solid understanding of what the employer is really asking for by providing an honest answer that is tailored specifically to the employer based on the research you have conducted.

Practicing answers to these standard questions should always be part of your pre-interview preparation. Make sure to focus on your strengths and accomplishments that best fit the job description.

#### ***TIP! – Sample Traditional Questions***

- Tell me about yourself.
- What do you know about our company?
- Why do you want to work with our company?
- What do you look for in a job?
- Why should I hire you?
- How does this position fit with your overall career plan?
- Why are you interested in the field/ industry?
- What would you say are your main strengths?
- What would you say are your main weaknesses?
- What are your future goals? Where do you see yourself in 2 years?

## **4. Develop Your Professional Image**

Look and act your professional best. A professional presentation (body language, eye contact, appropriate dress, good grooming) can help make a positive impression. Have your clothing cleaned, ironed, and prepared the night before. Examples of what to wear can be found on page 40-41.

Your professional image also includes being prepared. Have your list of references, copies of your resume printed, and your list of questions ready the night before. Use a padfolio to organize your paper documents. Remember to bring a notepad and pen, and any supplementary materials (i.e. writing samples) they may have requested.

## **5. Show Your Interest**

You are expected to have questions to ask at the end of every interview. Arrive at the interview with at least five to ten questions prepared in case some are answered in conversation during the interview. Create questions that are meaningful and impactful for you, in terms of helping you decide if this is the job you would like to do, and/or the company you would like to work for. Always avoid asking questions easily answered by the company website, as this shows you have not done your research.

#### ***TIP! – Examples of Questions to Ask at the End of the Interview***

- Can you please tell me about the type of projects past employees/interns have participated in?
- Tell me about the immediate projects the person coming into this job will be responsible for.
- What qualities are you seeking in the person needed for this job?
- What kind of training would I be given for this position?
- What attracted you to this organization?
- What are the things you like most about working here?
- How will my performance be measured?
- When will you make your selection?

## 6. Be Organized

You will want to spend some time thinking about who you want your references to be. Employers usually look for a minimum of two to three professional references (those who have seen you in a working capacity), and who can comment on your skills and abilities.

Be sure to also have extra copies of your application documents printed and gather any additional materials the interviewers might need (i.e. writing samples).

### ***TIP!* – References**

#### **What Are References?**

References are people who can comment on your abilities. They can describe your performance at school or at work, your accomplishments, your characteristics, and most importantly, your skills.

References are usually given to a prospective employer at the time of an interview on a separate sheet of paper with your name clearly written at the top. On this sheet, list your reference's name, title, organization, and contact information, as shown in the example below. Do not include references on your resume.

<b>Jane Morris</b> 1234 South Street • Halifax • Nova Scotia • B3L 6B5 902-456-4567 • jane.morris@dal.ca	
<b>References</b>	
First and Last Name	
Job Title	
Organization	
Telephone Number	
Email Address	
<i>Note: indicate relationship to reference</i>	

#### **Who Should I Ask to be a Reference?**

When you begin looking for your work term, you will want to spend some time thinking about who you would like your references to be. Make sure to choose references who will speak favourably about you, and who know you well enough to make meaningful comments. You will want to choose at least 2 to 3 professional references. References could include your most recent (or current) boss, a co-worker who is familiar with your performance on the job, and/or a volunteer supervisor who you have worked with on community projects.

Once you decide who you would like your references to be, contact them and ask permission to use them as a reference before you give their contact information to a prospective employer. Keep your references updated on your job search process and on the types of jobs you have been applying for, and let them know when you have provided your list of references to a prospective employer so that they may know to expect a phone call or email.

The following are suggestions for choosing and using references:

- Have a variety of references. For example, choose references from previous (or current) employment, from volunteering, and/or from society involvement.
- If choosing a reference from your personal life (a character references), make sure that this is noted on your reference sheet.
- It is OK to ask your references what they might say during a reference check (i.e. what skills, traits, characteristics they might highlight to a prospective employer). Asking this will allow you to ensure that they will give you a positive referral.
- Avoid using religious leaders as a reference unless you work closely with them on projects.
- Whenever possible, avoid using relatives as employers may assume they are biased.

## During the Interview

Your main goals during the interview are to help the employer to get to know you, to make the match between their needs and your skills and experience, and to demonstrate how you would be a good fit for their organization and work environment. To ensure success during the interview, review each step below.

### 1. Create a Positive First Impression

An interview often begins before you meet the interviewer. Be pleasant with any staff member that you meet before your interview (i.e. reception, other employees) and introduce yourself (with your first and last name). They may have been asked to assess you.

When the interviewer(s) greets you, stand up to meet them and shake hands. Ensure your handshake is firm (not gripping, but not limp), make direct eye contact, and smile during the greeting.

If meeting an interview panel, introduce yourself to each panelist with direct eye contact and a confident handshake.

### 2. Make the Match

Ensure that you are matching your best examples of skills and knowledge to what the employer is looking for. Remember that the questions are about you, and each question is designed to obtain certain information. Answer questions honestly, as a good interviewer can usually detect when a candidate is untruthful or exaggerating. Lies told in the interview are generally exposed later when the applicant fails to complete work as expected on the job. Take your time when answering a difficult question. If you do not understand the question, ask for clarification or a moment to think.

#### ***TIP! – Effective Body Language***

During the interview, you communicate your confidence, interest, and capabilities with more than just the words you choose to use. Your “body language” or non-verbal communication (posture, eye contact, gestures, and facial expressions) also send messages to the interviewer.

- Keep your head up, with your shoulders down and back (open body position)
- Maintain a straight posture with both feet on the floor (or ankles crossed), and lean forward slightly from the waist
- Rest your hands on your lap (no arms crossing), but use small gestures for emphasis as needed
- Look directly at each interviewer as they speak, but vary your eye contact among panelist when responding
- Smile often!

### 3. Ask Your Questions

As the interview conversation finishes, you will typically be asked if you have any questions for the interviewer(s). This is your opportunity to ask your prepared questions regarding the job, company, and/or interviewer(s).

Read through your questions one by one, jotting down any notes that you will want to refer back to. Be conscious of time, and only ask as many questions as appropriate. Remember to:

- Ask if there is anything else you can provide (e.g. references, or samples of your work).
- Ask about the next step in the process. This is important for you to know for follow up.
- Ask when the decision will be made.
- Find out how to contact them. If you do not hear back, you will need to know who to contact and whether they will accept calls to check the status.

Finally, thank the interviewer(s) for their time, state that you look forward to hearing from them soon, and request a business card so that you can follow-up.

Do	Don't
<ul style="list-style-type: none"> <li>• Be enthusiastic and show creativity</li> <li>• Be proud of your accomplishments</li> <li>• Bring examples of your work to share</li> <li>• Be confident</li> <li>• Make eye contact</li> </ul>	<ul style="list-style-type: none"> <li>• Ramble in your answers</li> <li>• Be negative about previous work experiences</li> <li>• Use slang</li> <li>• Leave your cell phone on</li> <li>• Ask questions regarding salary or vacation</li> </ul>

## After the Interview

Often job candidates ignore the last stage of the interview process, and it can be the most important final step. This is your chance to solidify your interest in the position, prepare your contacts to provide a positive reference, and to reflect and learn from each interview experience that you have, so that you can continue to improve skills.

### 1. Thank You

Thank the employer when the interview is done by sending them a thank you letter (email or written) within 24 hours of the interview. If you interviewed for a panel, remember to send a note to each panelist.

In the letter, thank the interviewer(s) for their time, and state that you are looking forward to hearing from them soon. A thank you note is your opportunity to reiterate your interest in the position and to briefly mention anything that you may have forgotten during the interview.

If you forgot to get the interviewer(s) business card during the interview, search them on LinkedIn or the company website.

**Example:**        *Dear Mr. Jones,*

*It was a pleasure to meet with you and your team during my interview for the <position or role> this afternoon. I enjoyed hearing more about <company> and in particular, <mention something specific learned or discussed during the conversation>.*

*I am excited for the opportunity to put my <identify key skills or experience related to the role> to work for you in this role. Please let me know if there is anything further that I can provide to advance my application.*

*Thank you once again for your time and I look forward to hearing from you.*

*Sincerely,*

*Johnny Jobhunter*

Remember to also follow-up with the employer on any documents and/or material that they may have requested you supply. It is also appropriate to follow-up with the employer a week after the interview to inquire if they have made a decision in the hiring process.

### 2. References

If the employer requested your references at the end of the interview, notify your references that they should expect a communication. If not already done, also share with them the specific details of the role, so that your reference can anticipate potential questions and relate back to work you performed for them which utilized the same skill sets.

#### ***TIP! – Always Say Thank You***

Be sure to send a thank you to your references for supporting you through your job search process. Remember that they are taking their time to help, and this should not go unnoticed.

### 3. Post-Interview Evaluation

After every interview, take the time to reflect and debrief on what went well, and most importantly, on areas that you could improve on. Write this down for future reference, as this will help you practice for future interviews.

Use the “Post-Interview Evaluation - Activity” on page 39 to debrief your experience and prepare for future interviews.

# Post-Interview Evaluation - *Activity*

Use this worksheet to debrief your interview experience and prepare for future interviews.

Interview Date:	Company:	Position:	Time Allotted:
Interviewers (names / titles):			Time Used:
What went well?			
What do I need to improve on?			
What questions surprised me, or that I was not prepared for?			
What questions did I struggle the most with?			
What key skills or experiences did I miss discussing?			<i>include in follow-up</i>
What did I learn about the company / role that I did not know before?			<i>include in follow-up</i>
Are there questions / concerns about the position that have not been answered for me yet?			<i>ask at job offer</i>
My interest in this position, between 1-10 ( <i>10 = most interested</i> ) is _____ because:			
Their next steps:		My next steps:	
Date and type of follow-up completed:		Feedback requested / received:	

# Work Term Success on the Job

The first few days of a new job are exciting, but they can also be tough, as you meet new people and learn more about your new responsibilities. Being successful and productive in your work term requires more than just showing up to work. You need to take ownership in your actions and personal development.

Read carefully through the information below as it will provide a good guide to finding success on your work term.

## Succeeding in the Workplace

### Meet Your Work Term Requirements

During your work term, it is your responsibility to ensure you are consistently meeting your work term requirements (see page 49 for requirements). If the location, work hours, job duties, or other conditions of employment change after your job has been approved, contact Management Career Services immediately to verify that your work term will remain valid for academic credit.

### MCS & Your Work Term

One of the criteria to receive credit for the work term is a positive evaluation from your employer. MCS requests formal feedback from your employer twice each term; at the mid point during the 'Mid Term Review' and at the end at which time your employer completes a Final Evaluation.

Ensure that you are making a positive impression on your employer by establishing effective, professional work habits. Among the many characteristics of effective work ethic, students are often evaluated on the following work habits: attendance, punctuality, enthusiasm, initiative, accuracy, dependability, and team spirit.

### Present a Professional Image

A professional presentation (appropriate dress and grooming practices) not only helps create a positive first impression, but it can also help you move forward in your career. Clothing makes a strong visual statement about how you see yourself, and it also expresses respect for your workplace.

Try following the three P's: proper fit, polished, and professional. That means:

- Clothes should not be too large, small, tight, or baggy.
- As well as fitting properly, clothing should be clean and wrinkle-free.
- Pick neutral colours, such as black, taupe, brown, blue, and gray.

To gain a better understanding of the dress code at your work place, seek clarification from an experienced colleague or your supervisor. If the company has a dress code, it will likely be business professional or business casual. Keep in mind that your look may change depending on the business circumstance, so some days might require more formal attire if visiting or meeting with clients, or conducting a presentation, et cetera. Some offices participate in a "casual Friday", but be sure to ask a colleague or a supervisor in advance.

#### Business Professional

- Solid, dark or neutral colours (navy blue, black, or grey)
- Suit jackets / blazers and pants / skirts should be matching colours
- Solid-coloured, button-front shirts with collars underneath suit jacket
- Light colours can be worn underneath suit jacket
- Conservative ties
- Professional shoes; shined and in good repair, brown or black shoes to compliment your suit colour
- Closed-toe heel or dress shoes



**Business Casual**

- Suit jackets / blazers are not necessary
- Plain-coloured, collared shirts, cardigans or sweater-vests in a wide range of colours are generally accepted
- Ties are optional
- Nice pants / slacks
- Dresses / skirts are acceptable, but should be knee length when standing and thighs covered while seated
- Professional shoes, shined and in good repair, brown or black to compliment your casual yet professional look

**Casual Friday**

- Jeans, khaki pants, skirts, capri pants, and dresses, etc. are acceptable
- Plain or plaid shirts, golf/polo shirts, company shirts, sweaters, cardigans, etc. are all acceptable
- Loafers / flat shoes are acceptable; avoid sneakers/runners and refrain from wearing shoes that have holes and are dirty or in ill repair
- If you are going to wear leggings, ensure they are made of thick material and are worn with a long top
- Sweat pants and shorts are not appropriate

***TIP! – It's all about the first impression***

Hair - Always clean, and well groomed hairstyle.

Nails & Makeup - Try staying more natural in style.

Fragrance - Keep in mind that a lot of businesses follow a scent free policy. When in doubt, check!

Piercings & Tattoos - Align to company standards.

**Make a Positive Impression**

Ensure that you are always on time for work, respect your breaks, and leave at your scheduled time (not before). Confirm with your supervisor ahead of time what their policy is for late arrivals or sick days. If you know you will be running late or will not be coming in due to illness, call in as soon as possible.

Make the effort to introduce yourself to your new colleagues, and learn about their role as it can help you take the lead in establishing effective working relationships. There may be times during your work term when you will be asked to help, or want to be involved, with projects outside of your delegated responsibilities. When this happens, maintain a helpful and positive attitude, but be sure to check in with yourself and/or your supervisor if needed, so that you can prioritize your tasks. Offering your assistance and support to colleagues is a great way to build relationships, and it helps you to develop and expand your skill set.

***TIP! – Put Your Phone Away***

You should not be using your personal cell phone at work unless your job requires you to do so.

Always put your cell phone away, and turn your ringer off. Only answer or make personal calls on your breaks.

## Diversity and Inclusion in the Workplace

Diversity in the workplace extends beyond race or ethnicity, religion, culture or newcomer status to include factors such as geography, language, politics, gender, age, beliefs, sexual orientation, economic status, abilities, skills, and interests. To experience inclusion in the workplace means you are valued, respected, appreciated, and supported based on these factors. Inclusion is about considering the needs of every individual and ensuring that the right conditions are in place for each person to achieve his or her full potential.

A diverse and inclusive workplace reflects our communities and strengthens our workforce. It offers:

- A greater variety of viewpoints, creativity, and solutions to problems, as individuals from diverse backgrounds bring individual talents and experiences in suggesting ideas;
- The ability to provide a broader service range on a global basis based on language capabilities; and
- Increased productivity as diversity and inclusion brings in diverse talents that work towards a common goal using different sets of skills.

To ensure that you are being inclusive within your work environment:

- Focus on the strengths that everybody brings to the table. Challenge yourself to appreciate the differences of others and the opportunities for change their ideas might present.
- Actively seek out new perspectives and ideas. If you are tackling a tough problem, ask for help and be open to new perspectives.
- Treat others how *they* want to be treated. Always be considerate and sensitive to the boundaries and expectations of others. When in doubt, ask. Being respectful of personal and cultural boundaries, and encouraging others to do the same through your example, will make your workplace more welcoming and productive.

## Handling Workplace Issues

Although you try your best to avoid it, every now and then a conflicting situation will arise in the workplace that is out of your control. It is important for your work term success that you handle these conflicts immediately and properly, whether it be an interpersonal conflict, performance issue, harassment, discrimination or any other kind of treatment that makes you feel uncomfortable in your work environment. Examples might include:

### Interpersonal Conflict

Conflicts at work are not uncommon, and can lead to disagreement and unhappiness in the work place. If you are having a disagreement or conflict with an employer or coworker, you must try to remain calm and maintain your professionalism, and address the problem directly. When handled well, conflict can result in deeper understanding between colleagues, mutual respect, and a sense of bonding between those involved.

#### **TIP! – Handling Conflict at Work**

- Address the conflict directly by suggesting a meeting with those involved.
- During the meeting, explain how you are feeling, and provide each person an opportunity to provide their point of view.
- Listen with an open and non-judgmental attitude. Remember to consider the others' point of view.
- Discuss possible solutions together.
- Show commitment to resolving the conflict by actively following the discussed solutions.

### Low Motivation or Job Satisfaction

If you find that you are not challenged enough in your work, or you are unmotivated to do the work that you are doing, reflect first on why you are feeling that way and consider possible changes you can make to your day-to-day tasks that would help (i.e. take more initiative in assigned projects). If you are still feeling this way after reflecting and making personal changes, have a conversation with your supervisor.

#### **TIP! – Staying Motivated at Work**

- Make a to-do list - and cross off completed items!
- Take mental breaks by shifting to another task for awhile
- Consider the “why” - remember that even the smallest task is part of a bigger picture!
- Commit to doing your best

**Performance Issues**

If your supervisor has told you that you are not completing your work as expected, or that the quality of your work is not good enough, have a conversation with them to clarify what the issues are, and work on possible solutions together. Ensure that you are being conscious of your areas for improvement, and that you continuously working towards improvement. Finally, ask for support if you are struggling.

**Rights in the Workplace**

Canadians have the right to be treated fairly in the workplace, and our country has laws and programs to protect this right.

The Canadian Human Rights Act is legislation that prohibits discrimination based on gender, race, ethnicity, and other grounds. More information can be found at <https://www.canada.ca/en/canadian-heritage/services/rights-workplace.html>.

Each province also enforces and promotes awareness of employment standards, such as minimum wage, public holidays, hours of work, and other standards. A quick search of employment rights within your province of employment will provide you with a link to a provincial government website.

When dealing with issues related to bullying, harassment, and discrimination, the best thing to do is to ask someone for help right away.

If you are unsure of what to do, **call MCS at 902.494.1515**. The role of MCS is to offer support, guidance and mediation to both you and your employer if challenges arise. MCS staff are always available to offer assistance in dealing with the conflict or any other situations you are experiencing.

Dalhousie Human Rights and Equity Services office is another resource that students have access to. They can be contacted at 902.494.6672 or [HRES@dal.ca](mailto:HRES@dal.ca).

# Policies & Procedures

## Internship Program Timeline

<b>Winter 2021</b>	Jan	Application Process	
	Feb	Interview Process	
	Mar		
	Apr		
<b>Summer 2021</b>	May	Register for 4895	
	Jun		
	Jul		
	Aug		
<b>Fall 2021</b>	Sep	MGMT 4895 - Internship Prep Seminar Get Resume & Cover Letter approved Conduct Informational Interviews	
	Oct		
	Nov		
	Dec		
<b>Winter 2022</b>	Jan	Conduct Informational Interviews and apply to Internships	Keep in regular communication with Career and Recruitment Specialist
	Feb		
	Mar		
	Apr		
<b>Summer 2022</b>	May	<b>Internship Start Date 1 *</b> (Last start date: May 16, 2022)	<i>For Internship Start Date 2:</i> Conduct Informational Interviews as needed and apply to Internships
	Jun	Start your Internship Report (Assigned by Faculty)	
	Jul		
	Aug	Mid-Term Review **	
<b>Fall 2022</b>	Sep		<b>Internship Start Date 2 *</b> (Last start date: Sep 19, 2022)
	Oct		Start your Internship Report (Assigned by Faculty)
	Nov		
	Dec		Mid-Term Review **

\* Internships can start in May or September and must be a minimum of 32 weeks in length

\*\* Depending on your specific start date and your internship length, your mid-term review may be in a different month.

Your Internship Report is due at the end of your internship with the specific submission date set by the faculty member grading the report.

## Internship Program Recommended 8 Month Schedule\*

	Fall	Winter	Summer
Year 1	<b>ECON 1101 .03</b> Microeconomics	<b>ECON 1102 .03</b> Macroeconomics	
	<b>MGMT 1301 .03</b> Multidisciplinary Management I	<b>MGMT 1302 .03</b> Multidisciplinary Management II	
	<b>MGMT 1601 .03</b> Electronic Information Management	Open Elective .03	
	<b>MGMT 1501 .03</b> Stats for Managers I	Open Elective .03	
	<b>Writing Requirement .03</b>	<b>Writing Requirement .03</b>	
Year 2	<b>MGMT 1101 .03</b> Financial Accounting	<b>MGMT 2304 .03</b> Pple, wk & org: Macro Org. Behaviour	Open Elective .03
	<b>MGMT 2303 .03</b> Pple, wk & org: Micro Org. Behaviour	<b>MGMT 2305 .03</b> Ethics and Social Responsibility	
	<b>MGMT 2401 .03</b> Introduction to Marketing	<b>MGMT 2402 .03</b> Marketing Apps for Not-for-Profit Sector	
	<b>MGMT 2605 .03</b> Data Literacy	Open Elective .03	
	<b>MGMT 2801 .03</b> Government Structure	Open Elective .03	
		Apply to BMgmt Internship Program	
Year 3	<b>MGMT 3201 .03</b> Financial Management	<b>MGMT 3501 .03</b> Operations Management or <b>Open Elective</b>	<b>MGMT 4896 .03</b> <b>Internship 1</b>  <b>MGMT 4001 .03</b> Strategy Formulation (online)
	<b>MGMT 3501 .03</b> Operations Management or <b>Open Elective</b>	<b>MGMT 3602 .03 **</b> Prof Communication Skills or <b>MGMT Elective .03</b>	
	<b>MGMT Elective .03 or</b> <b>MGMT 3602 .03</b> Prof Communication Skills **	<b>MGMT 3001 .03</b> Data Analytics and Applied Research	
	Open Elective .03	Open Elective .03	
	Open Elective .03	Open Elective .03	
	<b>MGMT 4895</b> Internship Prep Seminar (no credit value)		
Year 4	<b>MGMT 4897 .03</b> <b>Internship 2</b>	<b>MGMT 4002 .03 * * *</b> Strategy Implementation	Graduation (May)
	Open Elective .03	Open Elective .03	
		Open Elective .03	
		Open Elective .03	
		Open Elective .03	

\* This schedule is a recommendation, but there are other options available. Please speak with your Academic Advisor.

\*\* Internship students must take MGMT 3602 in the fall of their third year as this course will help with your internship search.

\*\*\* Final study term must be a **minimum** of 3 classes, one of which must be MGMT 4002.

## Checklist 1: Work Term Preparation

Task	✓
1. Attend the Bachelor of Management Internship Orientation.	
2. Register for and successfully complete the Internship Prep Seminar (MGMT 4895). This is a no fee, no credit course.	
3. Read and sign the Bachelor of Management Internship Program Agreement (copy of agreement is on page 55 of this workbook).	
4. Get your resume and cover letter approved by MCS.	
5. International Students must apply and obtain a co-op work permit to have access to job postings on myCareer and for any position in Canada to be approved as a work term. Information on the co-op work permit is available from the Dal International Centre (1246 LeMarchant Street, Suite 1200) or search 'co-op work permit' on <a href="http://www.dal.ca">www.dal.ca</a> .	
6. Obtain the total required Management core credits. Work with the faculty's Academic Advising team to ensure your class schedule is on track.	
7. Begin your job search on myCareer and through networking.	
* myCareer co-op job postings for Summer 2022 will begin in early January 2022. To have access to these job postings Canadian Students must complete Tasks 1-4 above. International Students must complete Tasks 1-5 above.	

Was your work term position advertised on myCareer? If yes, follow checklist 2A

## Checklist 2A: myCareer Job Process

Task	✓
1. Check the job postings frequently and apply to postings that interest you. At certain times of the year new jobs are posted everyday.	
2. Participate in an interview with the employer.	
3. Receive an offer of employment.	
4. Reply to the offer. Follow the specified directions on how to notify the employer of your acceptance or rejection of the offer.	
5. Complete the Work Term Acceptance Agreement Form on myCareer. Access our Student myCareer User Guide at <a href="http://www.dal.ca/mcs">www.dal.ca/mcs</a> and review "How to complete your Work Term Acceptance Agreement."	
6. Register for work term courses MGMT 4896 & 4897 (8 months) & MGMT 4896, 4897 & 4898 (12 months).	

\*Please note: you are to use either Checklist 2A **OR** Checklist 2B. You do not need to complete both.\*

## Checklist 2B: Self-developed Job Approval Process

Task	✓
1. Find the right job for you. Understand and search for work term opportunities that connect your knowledge gained with future career aspirations.	
2. Receive an offer of employment. The position must be a minimum of 32 weeks in duration and full time hours of at least 35 hours per week.	
3. Create your Work Term Record on myCareer. Access our Student myCareer User Guide at <a href="http://www.dal.ca/mcs">www.dal.ca/mcs</a> and review “How to create your Work Term Record.”	
4. Receive approval from MCS for your Work Term Record. If working outside of Canada, this will also involve pre-departure tasks as outlined in Dalhousie’s International Travel Policy. For more information, see page 51.	
5. Complete your Work Term Acceptance Agreement Form(s) to finalize the work term approval process. Follow directions provided by your Career and Recruitment Specialist to complete and submit the relevant form(s).	
6. Register for work term courses MGMT 4896 & 4897 (8 months) & MGMT 4896, 4897 & 4898 (12 months).	

## Checklist 3: On the Job

Task	✓
1. Meet the weekly work term requirements. Students must work a minimum of <b>32</b> full time weeks, working <b>35</b> hours per week minimum. Half credits will not be issued for partial completion of the work term or any of the work term requirements.	
2. Complete a mid-term review. MCS staff will conduct a review with you and your supervisor in person or by telephone.	
3. Employer must submit a positive final evaluation (done online through myCareer). Completed evaluations are available to students by contacting MCS.	
4. Satisfactory completion of the required Internship Report, assigned by faculty member. Details of the written assignment are available by contacting the internship report instructor (see page 5 for contact details).	



## **HOW THE BACHELOR OF MANAGEMENT INTERNSHIP PROGRAM WORKS**

The Bachelor of Management Internship Program is an optional work term program. Starting in the summer of the third year and finishing in the fall of the fourth year OR starting in the fall of the fourth year and finishing in the spring of the fourth year, students begin a eight or twelve month work term. All students in the program must complete an 8 or 12 month work term in order to graduate with the Bachelor of Management Internship Program degree.

The Bachelor of Management Program at Dalhousie University has two support departments; the Undergraduate Advising Office (UAO) and Management Career Services (MCS), to assist students along their academic journey. This information will assist in learning the differences between the two departments and their functions in this program.

### **Definition**

The Bachelor of Management Internship Program at Dalhousie University is accredited by Co-operative Education and Work-Integrated Learning Canada (CEWIL Canada). Accreditation standards establish Co-operative Education as a valid and valuable educational strategy, and provide guidance in ensuring quality Co-operative Education programs across Canada.

Co-operative education is a three way partnership between students, employers, and the educational institution.

The Co-operative Education Program is a program that alternates periods of academic study with periods of work experience in appropriate fields of business, industry, government, social services and the professions in accordance with the following criteria:

1. Each work term is developed and/or approved by the educational institution as a suitable learning environment.
2. The work term student is engaged in productive work rather than merely observing.
3. The work term student receives remuneration for the work performed.
4. The work term student's progress on the job is monitored by the educational institution.
5. The work term student's performance on the job is supervised and evaluated by the student's co-operative employer.
6. The time spent in periods of work experience must be at least thirty percent of the time spent in academic study.

## **MANAGEMENT CAREER SERVICES**

All Management Internship students have access to the team at Management Career Services (MCS) and have access to an Internship Coordinator. It is the responsibility of MCS to assist students with the job search, recruitment process and the work term.

### **Address and Contact Information**

MCS is an essential link between students and employers and it is therefore vital that students can be contacted to discuss interview schedules, offers of employment, special requests, etc. According to university policy, MCS staff are required to contact students via their **Dalhousie e-mail address**. Students are also required to update their contact information on DalOnline.

### **Why Visit a Career & Recruitment Specialist?**

Career & Recruitment Specialists work with students to guide them through the career exploration and job search activities for internships and jobs upon graduation. The skills, abilities and knowledge needed to succeed in the development of their careers will serve students well now, and in the future.

### **Career & Recruitment Specialists work with students individually or in group sessions to help with the following:**

- Identify students strengths, interests, and priorities;
- Help students establish which career path and work environment is right for them;
- Plan a job search strategy;
- Write effective resumes and cover letters;
- Build and interact with a network of contacts;
- Prepare for interviews;
- Provide support, advice and monitoring of the internship; and
- Provide job search assistance for graduating students.

## **STUDENT RESPONSIBILITIES and WORK TERM REQUIREMENTS**

All students are encouraged to start their work term job search early. Activities during this time should include attendance at Employer Information Sessions (and other events where connections with employers can be established), informational interviews with potential employers, research of industry and job types, self-assessment of skills, aptitudes, behaviours and characteristics, and development of resumes and cover letters. The formal application process for most work term jobs begins in early January; however some employers may fill positions up to a year in advance.

### **Internship Eligibility**

To be accepted into the internship program, a student must:

- Achieve a minimum 2.70 CGPA (B average) over the previous two academic terms prior to applying for the internship program;
- Submit an application form, resume, statement of intent, and at least two references;
- Successfully complete and pass the interview process with Management Career Services;
- Complete the internship orientation process;
- Participate fully and successfully complete the Internship Prep Seminar course MGMT 4895; and
- Successfully complete 12 core Management courses in addition to MGMT 3602 (Professional Communications Skills) before going on internship.

### Internship Requirements

- It is every student's responsibility to obtain an approved work term; and they are each required to sign the Bachelor of Management Internship Program Agreement acknowledging their understanding of this responsibility
- Students must be registered through Dal Online in the respective work term courses (MGMT 4896, 4897). The Undergraduate Advising Office will assist you as a course override is required for registration for the work term courses. Failure to register will disqualify the internship credit. Students doing a 12 month work term must also register for MGMT 4898 (no fee).
- In addition to the course fee assessed when registering for MGMT 4896 and 4897, students must pay an Internship Fee of \$309 which will be applied to your Student Account in September of the term that you register for MGMT 4895 (non-refundable).
- The work term must last a minimum of 8 months (32 weeks) to a maximum of 12 months (52 weeks), with the student working a minimum of 35 hours per week. Additional hours worked above 35 hours during a given week cannot be accumulated to be presented as additional days/weeks of work. A student's work term must be with one employer for the duration of the work term contract.
- The work term shall not start prior to the end of a study term, and must end prior to commencement of a study term. Work terms must start within the first four weeks of an academic term.
- All work term positions must be approved by MCS before the work term begins. Work terms outside of Canada (whether in home country or alternate) must meet the destination criteria outlined in Dalhousie's International Travel Policy. For more information, see page 51.
- Students must engage in productive, career-related work as opposed to mere observation. In some instances, students seeking approval for work terms that are not considered traditional business related jobs will have to provide additional information to demonstrate the learning outcomes to be achieved that relate to their degree in order for the job to be approved. The completion of a Supplementary Job Approval Information Form will be required in these instances. Note that students will not be approved to work under the supervision of other students, unless in a pre-established, exceptional circumstance.
- The student's supervisor must report a satisfactory evaluation of performance both during the mid-term review, and in the submission of the Employer's Final Evaluation.
- A student must develop and submit a satisfactory Internship Report (details provided by the faculty appointed Internship Report Instructor).
- Students will be required to complete MGMT 4002 after their internship, and must also have full time student status upon returning to classes (minimum 3 courses).

**NOTE:** Previous work experience will not be assessed retroactively for credit.

### MEDICAL PLAN COVERAGE, DALPLEX FEES AND U-PASS DURING WORK TERM:

During your work term you are not considered to have full-time student status at Dalhousie and this affects some fee arrangements for services assessed automatically when you are studying full-time. **Medical Coverage, Dalplex access, and UPass** will be affected so you must contact the relevant department to make arrangements to pay the fees. Students wishing to purchase a UPass must contact the DalCard Office and provide an approved Work Term Record from the myCareer system that shows their work term is taking place in the Halifax Regional Municipality. The DalCard Office will add the appropriate charge to their account with Student Accounts.

Internship Start	Student Union Medical Coverage	Dalplex	UPass
May – Dec (8 month) May – April (12 month)	You have coverage for May - August only as the medical plan is for university year Sept – August.  You <b>must opt-in</b> and purchase coverage at the DSU Health Plan Office in September to have coverage for remainder of the year. <a href="mailto:DSUHealth@dal.ca">DSUHealth@dal.ca</a>	During an internship you are considered part-time and must pay a fee each term to access Dalplex.	<b>Summer UPass</b> is usually made available for May to August for a fee if working in HRM (Halifax Area). You can opt-in and it will be charged to your Student Account.
Sept – April (8 month) Sept – Aug (12 month)	You <b>must opt-in</b> and purchase coverage at the DSU Health Plan Office in September to have coverage for the year. <a href="mailto:DSUHealth@dal.ca">DSUHealth@dal.ca</a>	During an internship you are considered part-time and must pay a fee each term to access Dalplex.	<b>Regular UPass</b> is available for Sept – April term. If you are working in HRM (Halifax Area) you can opt-in and it will be charged to your Student Account.

### TYPES OF WORK OPPORTUNITIES

#### Self Developed Jobs

Students are responsible for securing suitable work for their work term and are encouraged to conduct their own independent job search. Once found, a position must be approved. To begin this process, review Checklist 2B on page 48. Approval must be obtained before commencement of the work term and must meet the required work term deadlines. In some cases the student and/or the employer will be asked to provide additional information before approval can be granted. Students are not to directly contact employers who have active postings on myCareer. Upon approval of a job, students must sign the relevant Work Term Acceptance Agreement form(s).

### myCareer Posted Jobs

Management Career Services invests significant resources into the development of job opportunities for students. These jobs are posted on the myCareer system.

### Entrepreneurial Work Terms (EWT)

Students can undertake a work term that is focused on entrepreneurship where they will plan and run their own business.

1. An entrepreneurial work term must be approved by the Norman Newman Centre for Entrepreneurship and MCS;
2. Entrepreneurial work terms are monitored and supervised by the Entrepreneurial Business Coach;
3. Students are required to meet outlined deliverables (including, but not limited to, presentations, written reports and meetings), and are **also** required to submit an Internship Report to the internship report instructor

Further information can be obtained from [www.dal.ca/mcs](http://www.dal.ca/mcs). Watch for emails with details on the application process and deadline, which is typically set as three months prior to the start of a student's work term (e.g. February for work terms beginning in May, and June for work terms beginning in September).

### Internships Outside of Canada

Dalhousie's International Travel Policy is designed to mitigate the risks associated with travel outside of Canada for Dalhousie University activities. Students may complete a work term out of the country, either in their home country or an alternate, as long as the destination meets the criteria outlined in this policy. In addition to complying with the policy and conducting an international job search, which can be quite different from a domestic search, students must also be prepared to make arrangements to obtain the appropriate work visa directly from the country's embassy or high commission, or utilize a third-party organization such as SWAP Working Holidays. Depending on the country and the method used, this can become a process that takes many weeks.

Dalhousie University has established a fund known as SWIF – Study/Work International Fund as part of the Student Assistance Program, to provide financial assistance to students who wish to undertake international work as part of their educational experience. There is a maximum award of CAD \$2,000 per applicant. Students are expected to apply a minimum of one month prior to departure and SWIF does not provide retroactive funding.

### Pre-Departure Activities / Emergency Protocol while Abroad

Before gaining approval and leaving for a work term outside of Canada, students must complete all required pre-departure activities as outlined in Dalhousie's International Travel Policy, and be prepared for the possibility of experiencing an emergency during their stay abroad. Through a partnership with security provider SOS International, the Dalhousie International Centre has 24-7 assistance in place to help students in the event of an emergency. All students involved in study/work abroad programs are required to register their travel with Dalhousie/SOS International, as well as with the foreign affairs office of their country of citizenship where possible. Students must also complete a pre-departure session online with the Dal International Centre (902-494-1566). For more information on this and other resources refer to <http://dal.ca/international>

**Due to the challenges of obtaining an international internship, and additional pre-departure and approval requirements for all work terms taking place outside of Canada, MCS strongly recommends interested students begin early and contact MCS for assistance.**

## WORK TERM CONSIDERATIONS

### Studying During The Work Term

Students are allowed to complete one-half (½) academic credit per academic semester while on the internship as long as it does not directly interfere with your work term schedule or location. An academic advisor will provide assistance in the selection of these courses.

### Time off

Time off during a work term is allowed only with the permission of an employer and with prior approval by MCS. Medical/ Compassionate Leave should follow an employer's policies, and documentation for such reasons must be provided to the Management Program Administrator. "Study Break/Reading Week" is a break from academic classes and does not apply to students on a work term. Students that do not complete the minimum number of weeks required or are not working the minimum number of hours per week for their work term may receive a grade of "F".

### Academic Integrity

The work term is an academic course. As such, students who misrepresent facts about their work term including, but not limited to, job duties, number of hours per week, start and end dates, or location of the work term, may be subject to a Faculty Discipline Procedure.

### Mid-Term Review

Mid-way through the work term, a Career and Recruitment Specialist will contact students and supervisors to conduct mid term reviews which are carried out in person, by phone or email, with the purpose of reviewing students' progress. Discussion with the student and the supervisor will be focused around the student's tasks and duties, performance, team work, responsibilities, communication skills, and other areas which will assist Career and Recruitment Specialists with their documentation of the students' internship.

### Conflicts with an Employer

Students are required to contact MCS immediately if conflict arises to discuss any issues or concerns that may escalate. Conflicts need to be resolved quickly in order for both the student and employer to gain the maximum benefit from the work term.

### Terminations

It is important to all concerned that the Bachelor of Management Internship Program maintain a high standard and an excellent reputation, and must be considered by employers as the best internship program available. It is therefore every student's responsibility to think of him/herself as a representative of Dalhousie when in the workplace.

Students terminated from a work term will receive a grade of "F", thereby losing credit for the work term. If a student's termination is determined not to be for a just cause, the student will not receive a grade of "F".

### Terminations and New Jobs

If a student is terminated early in a work term, the student can find a new, approved job (self-developed job) and successfully complete the work term. The original grade of "F" remains on a student's record, and the student must re-register for a new work term. The new position must meet the internship requirements (minimum 32 weeks in length). Also taken into consideration is what the student has learned from the termination and that s/he will not repeat the actions which provoked the dismissal.

**Strike/ Layoffs**

In the event of a strike or layoff, students are advised to contact MCS immediately. Whether to cross or to observe the picket line will remain the decision of the student; however, MCS will advise students on the possible outcome of either decision.

**Quitting**

A grade of "F" will be issued to a student if they quit a work term position without just cause. This applies to quitting prior to the start of the work term, or once the work term has begun. They may find a new job and have it count as a work term only if the new position is for a minimum of 32 weeks, and is completed before the next study term commences. The original grade of "F" will remain on a student's record. Access to MCS work term job postings may be revoked for students that quit a work term.

**Harassment**

Dalhousie's policy defines sexual harassment as any sexually-oriented behaviour of a deliberate or negligent nature which adversely affects the working or learning environment. It may involve conduct or comments that are unintentional as well as intentional. Personal Harassment is defined as abusive, unfair, or demeaning treatment of a person or group of persons that is known or ought reasonably to be known to be unwelcome and unwanted.

Harassment can happen to anyone. It can take many forms, from constant joking to physical assault. It may involve threats to a student that s/he will fail in class or lose his/her job. It may make a student's study or work environment uncomfortable through continued sexual comments, suggestions or pressures.

If students encounter a situation, either on a work term or at the university, that they consider to be sexual or personal harassment, MCS should be contacted immediately for advice, support, and information. MCS is available to assist students in all matters. If preferred, a student may wish to discuss the situation with Dalhousie's Advisor, Harassment Prevention/Conflict Management (902-494-1137).

**WORK TERM EMPLOYER RESPONSIBILITIES****Work Term Employers/Supervisors**

- Develop job description for approval by MCS;
- Provide supervision of the student during the work term;
- Create a positive and productive work term experience for the student;
- Meet with a Career and Recruitment Specialist for a mid term review during the work term; and
- Monitor a student's performance and contact a Career and Recruitment Specialist if work-related challenges occur, and complete an Employer Final Evaluation of the student.

**Remuneration and Benefits**

The remuneration, benefits, and working conditions during a work term are determined by, and are the responsibility of, the employer. MCS suggests a salary comparable with that paid to employees performing similar functions. If you obtain a self-developed job that is unpaid or below minimum wage and wish to use it as your work term, both you and the employer may be asked to provide additional paperwork on **alternative remuneration options**, in order to help MCS determine an approval decision for your job opportunity.

All employers must be registered in good standing with their applicable local regulatory body, and if requested, provide evidence of the student's remuneration during the work term period to MCS. Students must contact MCS immediately during their work term if there are concerns relating to payment of salary/commission owed or if their employer is seeking to pay the student in a manner where there is not documentation of the number of hours worked or the salary paid (i.e. being paid in cash).

**Monitoring and Developing Performance**

Employers are required to monitor a student's performance and to provide coaching/mentoring to the student. The employer is to contact Management Career Services immediately if work-related challenges occur.

**Mid-Term Review**

Employers must be available to meet with a Career and Recruitment Specialist mid-way through the work term to complete a mid term review in person or by telephone.

**Employer Evaluation Forms**

Towards the end of a student's work term, employers will be asked to complete a Final Evaluation of the student's performance. Employers are required to complete this form, and whenever possible, discuss with the student. A positive evaluation of performance indicates a successful work term.

**Students who receive an unsatisfactory evaluation will receive a grade of "F" for the work term course.** Students may review employer evaluations by booking an appointment with their Career & Recruitment Specialist.

**myCAREER JOB POSTINGS**

myCareer is an integrated career and co-op system for students, employers and staff. As well as posting co-op and internship job opportunities, it is also used to track and monitor all students' work term histories. While the majority of job postings are in the Halifax Regional Municipality (HRM) and the Greater Toronto Area (GTA) students are encouraged to consider work terms in other areas of Canada, as well as abroad. For students to obtain access to internship job postings, the following must be done:

- Attend mandatory internship orientation;
- Sign the Bachelor of Management Internship Program Agreement ;
- Gain approval of their resume and cover letter to demonstrate the ability to create a targeted job application;
- Register and successfully complete the Internship Prep Course; and
- If an International Student, have a **valid Co-op Work Permit for the entire duration of the semesters that the work term course takes place in** and provide a copy of it to the Management Career Services office.

### Applying to Jobs Through myCareer

- Employers submit job descriptions to MCS which are approved by a Career & Recruitment Specialist prior to them appearing on myCareer .
- Students access myCareer through MyDal.
- Students apply for specific job postings using a resume, cover letter and other requested documents.
- Students can apply to job postings until the deadline date/ time, although an employer can request a job posting be closed at any time in the recruitment process.
- Students must submit applications via the myCareer system, rather than through an alternate route **unless** it is specifically stated in the job posting that students should apply through other methods.
- After the deadline for a specific job posting has passed, the employer may access the packet of applications directly through myCareer. Students cannot modify their documents after a job posting has closed.

### Interview Process

- Interviews are set up in two ways: Employer contacts student directly / Interview is setup in myCareer system. Students are asked to advise MCS when an employer contacts them directly to arrange an interview for a job posting.
- Students are informed of interview selection either by the employer directly or by accessing their Dashboard or Application tab of myCareer.
- Students selected for an interview through myCareer must accept or reject the interview in myCareer. Acceptance or rejection must be done within 24 hours prior to the interview time. Failure to accept or reject interview offers by the 24 hour deadline will result in student's name being removed from the interview schedule.
- When a student has signed up for an interview and then decides to withdraw from that interview, the student must immediately notify MCS they are withdrawing and must decline the interview in myCareer.
- Students who miss two confirmed interviews without notifying MCS prior to the interview will be ineligible to continue participating in the myCareer work term job posting process for the remainder of that term.

### Job Offer Process

- Offers of employment are usually extended by MCS to students on behalf of employers . Students are given 24 hours from the time the offer is sent to accept or reject the job offer (this time period may be adjusted at the discretion of a Career & Recruitment Specialist). If the job offer is not accepted within this period, it is considered a rejection and the employer can choose another student to make a job offer to.
- Employers are usually aware of the process and will not extend a job offer directly to a student; however, if this does occur the student should ask the employer to contact MCS.
- After interviewing for a position, students may remove themselves from a job competition by contacting MCS, as long as an offer has yet to be made by the employer.
- Students who refuse two job offers will be ineligible to continue participating in the myCareer work term job posting process for the remainder of that term.
- Students should carefully consider the implications of refusing job offers. A refusal may jeopardize future job prospects with that employer. If no other job offers are received, it will also mean the work term cannot be completed.
- Where a student receives a conditional offer from an employer requiring a security clearance, the student must make a decision to accept or reject the position within 24 hours of job offer and the student will be required to not pursue other interviews or accept another position provided the employer completes the security clearance within 7 days.
- In instances where the employer's security clearance process takes more than 7 days, the student may conditionally accept the offer and they will be permitted to continue their work term search and will be able to accept an alternative position should an unconditional job offer be made prior to the initial employer's security clearance procedure being completed. In this instance, the employer conducting the security clearance will be immediately informed by MCS so that all efforts to employ another student (and conduct another security clearance) can take place in a timely manner. Upon the successful completion of a security clearance which has taken more than 7 days, if the student has not accepted another unconditional job offer, the student will be informed that their work term search is concluded and their work term is secured with the original employer. The student will not be allowed to accept another work term position for that work term without the prior written consent of MCS.

To avoid refusing a position, a student must:

- Read all job descriptions very carefully, checking for relevance and keeping in mind previous work and future goals.
- Research the company and position well in advance to allow time for reflection.
- Know the geographical location of the job, travel considerations to get to the job daily and be able to relocate, if necessary.
- Apply only for jobs on genuine interest.
- Advise MCS office after completing an interview (but prior to receiving a job offer) if the student wishes to withdraw their application.

Upon accepting a position verbally or in writing, a student cannot seek or accept work term employment from any other employer for that work term without the prior written consent of MCS. Consent will only be considered in instances when the following conditions are met:

- The employer of a student with an approved self-developed job provides to MCS complete support of the student accepting an alternate job opportunity; and
- The new job meets all work term requirements, including the full number of weeks required for that particular student's work term, (the weeks worked with the initial employer will not be counted towards the work term requirements).

**MCS administers the process outlined above but cannot guarantee every student an internship position.**

**THE INTERNSHIP REPORT****Purpose of the Internship Report**

Students are required to submit an internship report in order to receive academic credit for their work term. The purpose of the internship report is to encourage the development of written skills and give students and opportunity to explore and reflect on the work environment. A faculty member from the Rowe School of Business evaluates internship reports and will handle questions concerning the internship report. Detailed internship report requirements will be posted on the course website via Brightspace. Internship reports cannot be accepted from students not registered for the appropriate work term courses.

**Deadlines**

Specific deadlines for the report are set by the instructor and will be posted on Brightspace for the specific work term course.

## Frequently asked questions

Questions:	Resource:	Answers:
Who should I talk to if I have questions about choosing a major, dropping a course, or if I am in academic difficulty?	Undergraduate Advising Office (UAO) Suite 2086, Kenneth C. Rowe Management Building	All questions and concerns regarding the academic component of your degree should be referred to the Undergraduate Advising Office.
What is myCareer?	Management Career Services (MCS), Suite 2100, Kenneth C. Rowe Management Building	myCareer is an online management system designed to assist students with their work term and career activities. It is an integrated and central resource which allows students to perform multiple functions, including: review and apply for work term job postings (Management Career Services section), part-time, full-time, graduate job and volunteer opportunities (Career Services section); review and sign-up for recruiting sessions, workshops and events (Events Calendar); schedule advising appointments with MCS staff; and create or update your Co-Curricular Record (CCR section).  Visit <a href="http://www.dal.ca/mcs">www.dal.ca/mcs</a> to access our Student myCareer User Guide.
I have found my own work term job. What do I do now?	MCS	All work term opportunities that are not advertised on myCareer must be approved by Management Career Services as being suitable for a work term. Follow Checklist 2B on page 48.
What does registering for an internship mean?	UAO	You must register for the internship courses as you do for all other courses. Once your internship has been approved by MCS, contact the Undergraduate Advising Office (UAO) for assistance in registering for MGMT 4896 (first Internship term), MGMT 4897 (second Internship term) and MGMT 4898 (if doing a third Internship term).
What is the internship report and where do I find information and instructions?	Faculty Member / Brightspace (Online course)	Internship reports are the academic component of the internship. An internship report <b>must</b> be completed. If you do not pass your internship report, you will not pass your work term. A member of the faculty provides instruction for the report and the marking. Instructions can be found online under the appropriate course number at the beginning of your first internship term.
What is the minimum number of weeks that I must work for my internship?	MCS	You must work for at least 32 weeks and the job must be full time hours of at least 35 hours per week.
Can I still take courses while on my internship?	UAO	Yes, but the limit is one half-credit course that does not directly interfere with your work term schedule or location, and students must be focused on their work term as first priority in order to achieve the applied skills and experience they need.

## **Copy of Bachelor of Management Internship Program Agreement**

### **1. I understand that in order to receive academic credit for the optional internship:**

- a. I must be registered for MGMT 4896 and 4897 via Dal Online;
- b. I must fully participate in the Internship Prep Seminar MGMT 4895, and the Internship Orientation;
- c. I am responsible for finding suitable internship employment. Support in the job search is provided by Management Career Services (MCS) and some job opportunities are posted through myCareer. All jobs, including self-developed jobs, must be approved by a Career and Recruitment Specialist (CRS) within MCS;
- d. The internship is to be completed during the designated semesters, with one employer. The internship must total no less than 32 weeks and I must work a minimum of 35 hours per week;
- e. I must meet the Internship Eligibility requirements as outlined in the Bachelor of Management Internship Workbook;
- f. I must receive a satisfactory performance evaluation from my employer. This requires that I:
  - i. successfully perform all tasks assigned to me in the course of completing my internship employment,
  - ii. meet all the standards and conditions of employment,
  - iii. abide by the work schedule established by my employer,
  - iv. represent myself and the university professionally at all times.
- g. I must communicate with a CRS during my internship to discuss my performance and work experience;
- h. I must submit a satisfactory report at the end of the internship. Report guidelines and policies are provided in advance of the internship by the report instructor.

### **2. I understand that I may receive a grade of F for the internship if:**

- a. I am fired from my job for just cause, or I quit my job without just cause;
- b. I do not receive a satisfactory performance evaluation from my employer;
- c. I do not submit a satisfactory internship report by the published deadline;
- d. I seek or accept an internship from any other employer for the same semesters, without prior written consent from MCS, after I have already accepted a position (whether verbally or in writing); or
- e. I provide untruthful statements concerning my internship (including but not limited to: job duties, number of hours per week, start and end dates, or location of the work term). This may also be reported to the Faculty of Management's Academic Integrity Officer and in the case of a student with a prior academic integrity offense, reported to the Senate Discipline Committee as a breach of academic integrity standards.

### **3. I understand that:**

- a. Withdrawal from the internship course is not permitted after I have accepted an internship position;
- b. In the event that I do not meet the requirements for internship eligibility, MCS will share this information with the employer with whom I have accepted employment;
- c. When employers request a transcript/record of my grades I must provide a PDF document containing my complete list of grades obtained from Dal Online with no changes. I understand that if changes are found it will be reported as a Code of Student Conduct issue to the Vice Provost, Student Affairs.
- d. If I wish to complete an internship outside of Canada, whether in my home country or an alternate destination, I must comply with all requirements of the Dalhousie International Travel Policy, to gain approval for my internship. I must also complete all associated pre-departure activities as outlined in the policy, before departing for my internship destination.

### **4. I understand that if I do not abide to the responsibilities listed below, I may lose access to internship job postings on myCareer:**

- a. I must attend confirmed interviews or decline interview offers at least 24 hours in advance of scheduled interview, and must not cancel confirmed interviews without prior notice to MCS;
- b. I must make a prompt decision (maximum 24 hours from time of offer) when offered an employment position which has been arranged by MCS so that other students may be offered the position if I decline, and must not decline more than one job offer during a work term semester;
- c. I will only apply to myCareer posted jobs using the application method outlined in the job posting and I will not share access or information pertaining to job postings with anyone; and/or
- d. I must not quit a work term without just cause, once I have accepted the position (either verbally or in writing).



Management  
Career Services