

These answers are brief. If you'd like to make an appointment to talk about them, reach out to bcc@ucdenver.edu and you can schedule a call or in-person meeting. Seeing your resume and understanding what you'd like to do next allow for more thoughtful and thorough answers.

1. How do you explain a relatively major career change - example: Financial institution (compliance) to Account manager/project manager/ tourism field? **That depends on what you want to do next. If you want to go back to finance, it would be a different story than if you wanted to take another role in the tourism industry.**
2. If you were promoted to a new position within the same company do the months that you put in for each position cover only the months that you held that Title or the overall amount of time you've been with the company? – **The company can be listed once with the 'over-arching dates.'** You can then show each position with the dates that you were in that role. If positions are very similar, but only the title changes, you can do it another way "Compliance Manager | Compliance Analyst" and not show the positions individually.
3. How can you best use references? At the very end or during your summary of experience? **References are separate. They should be given (in most situations) further along in the interview process. References are 'gold' and shouldn't generally be shared too soon.**
4. What are top recruiter software packages? In house – **Taleo, SAP-SuccessFactors, Kenexa-Brassring, Jobvite, iCim – Taleo has the largest base.**
5. If you are applying for jobs that vary but for which you are qualified (for example, general accounting versus my tax specialty), how is it best to present yourself on LinkedIn? What I've done so far is have a "generic" version and then tailor for specific job applications. **If you want to be considered for both roles, you need to cover both in your LinkedIn summary. If you're 50/50 on which role you get, be 50/50 in how you address it in your summary. If you're leaning in one direction over the other, speak more to that side of your experience.**
6. If you are trying to make a career change from non-profit to private sector what how does that affect key words you might use or how much info to put under each job ? For example, my job title of organizer encompasses program management, supervisory roles, communications duties, etc. but the title is kind of meaningless to a tracking system or human even. Also, should I try applying to small companies less likely to use applicant tracking software that would eliminate me based on **thinking** i don't have the right experience when my skills are very transferable? **The tracking system will look for more than your title. Use the words from the corporate job descriptions and cover them in your resume. "Supervised (or led) a 20-person team of staff and volunteers to organize and deliver a fund-**

raising event that yielded \$50K in donation. On your title – you could show it as Organizer | ‘Comparable Corporate Title’

7. Should bullets always omit periods on the last sentence? It's a matter of personal style. I don't use them, but the main message is to be consistent.
8. What are your suggestions for selecting writing samples, if requested as part of the application package? Consider what you'd be writing for your new employer and include something that would be relevant. You could look at what's on their website or social media and write something new that is 100% relevant to them – that is a lot of work, but if you really want the role, it might be worth it.
9. Does the Applicant Tracking System scan your cover letter for an explanation of your credentials or does it just scan the resume? I believe they just scan the resume. Make sure all of your important information is in the resume. Many recruiters never read the cover letter. The issue is that you never know if it's important to a recruiter or not.
10. How do you get past over qualification? You might want to reduce the amount of experience you show on the resume. That issue is a tough one, but definitely stay away from postings that only require a very small amount of experience.
11. How strict are companies with requirements? I have been told that you shouldn't not apply because you don't meet all of the requirements. For instance, perhaps you are making a complete career change and leveraging your existing skills. Recruiters don't have time to be visionary about candidates, so they have to totally 'get' why they should consider you. You have to connect the dots for them. You need to look at the position description and see which areas are very clear in what they're looking for. Deciding if you can overcome those issues/areas is critical.
12. What if you are asked a screening question about a job title you haven't had but you work under a different title is basically the same duties? Is it lying to answer yes? If you are sure that the duties are the same, go with 'titles were different at my company – I had responsibility for the following three duties XXX, XXX, XXX. That might work – they should have seen that you didn't have that title in their resume review.
13. Cover letters seem to be not necessary anymore, or are optional during the application process. Is there still a reason or benefit to use one? I think a well written (brief) cover letter can differentiate you from other candidates. Generic cover letters don't do anyone a lot of good.
14. How many bullets for summary of experience? It depends upon your amount of experience – four to six is probably about right. Rarely less, but sometimes a few more.

15. For older job seekers, should you only list last 10 years' experience in order to avoid age discrimination? **It depends of if the last 10 tell your story well enough. I think it's situational and depends upon the role and the industry.**
16. Should some certifications be withheld so not to appear as "over qualified"? **Depends upon if they're relevant and/or dated**
17. Should you always include a community service section, regardless of the job you are applying for? **If you have room on the document and if you have relatively recent and interesting experience – more than a one-day session.**
18. How do you recommend an applicant describe previous experience/education that is unrelated to current career goals? e.g. a biology undergrad, military experience, and now an MBA. **I think those things are an interesting combination and can be part of your story – depending upon what kind of job that you're interested in.**