

**RESUMES &  
INTERVIEWS**  
How To Set Yourself Apart

**KPTA 2010 Fall Conference**  
**Saturday, October 2, 2010**

**Mark Dwyer, PT, MHA**

---

---

---

---

---

---

---

---

**GET THE RIGHT PEOPLE  
ON THE BUS**



---

---

---

---

---

---

---

---

**GET THE RIGHT PEOPLE  
ON THE BUS**

- ❖ The above line was made famous by Jim Collins in his book "Good To Great"
- ❖ The hiring process is a dance conducted by two parties
- ❖ The goal of the dance is to see if there is a good fit:
  - ❖ between the interviewee and the organization
  - ❖ between the organization and the interviewee
- ❖ Both parties should understand their role, their incentives, and their goals

---

---

---

---

---

---

---

---

## FIRST THINGS FIRST...

- ❖ Complete a self-assessment
- ❖ What are you 1 year, 3 year, 5 year career goals?
- ❖ What type of setting most excites you?
- ❖ What type of setting most depresses you?
- ❖ Do you like to work alone or as part of a team?
- ❖ What type of people do you like to work with?
- ❖ What type of supervision do you like?
- ❖ What is a comfortable pace for you?
- ❖ Are you looking for mentoring or career developing opportunities?




---

---

---

---

---

---

---

---

## BIGGEST MISTAKE

- ❖ The biggest mistake people make is to go into an interview where someone is trying to get to know them better...
- ❖ and the interviewee doesn't even know themselves very well




---

---

---

---

---

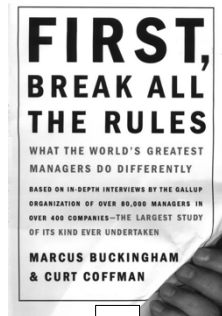
---

---

---

## GREAT BOOK!

- ❖ Use the 12 questions to help guide you in:
  - ❖ Your self-assessment
  - ❖ What questions you ask in the interview
- ❖ Ask questions to staff members about the staff-supervisor relationship
  - ❖ Research shows that is the most important factor in staff retention




---

---

---

---

---

---

---

---

## 12 QUESTIONS

- ❖ Do I know what is expected of me at work?
- ❖ Do I have the materials and equipment I need to do my work right?
- ❖ At work, do I have the opportunity to do what I do best every day?
- ❖ In the last 7 days, have I received recognition or praise for doing good work?
- ❖ Does my supervisor, or someone at work, seem to care about me as a person?
- ❖ Is there someone at work who encourages my development?

---

---

---

---

---

---

---

---

## 12 QUESTIONS

- ❖ At work, do my opinions seem to count?
- ❖ Does the mission/ purpose of my company make me feel my job is important?
- ❖ Are my coworkers committed to doing quality work?
- ❖ Do I have a best friend at work?
- ❖ In the last 6 months, has someone at work talked to me about my progress?
- ❖ This last year, have I had opportunities at work to learn and grow?

---

---

---

---

---

---

---

---

## SELF-ASSESSMENT

- ❖ Use those questions to help guide you as to:
  - ❖ **How** you write your resume
  - ❖ **When** you begin looking for a job
    - ❖ The "12 Questions" may help you in making this decision depending on how you answered them
  - ❖ **Where** you apply
  - ❖ **What** questions you ask during the interview

---

---

---

---

---

---

---

---

## PERSONAL BRANDING

- ❖ What is your personal brand?
  - ❖ What do you stand for or strive for?
- ❖ What unique qualities help you to stand apart from others?
- ❖ What unique things have you done or experiences you have undertaken set you apart from others?
  - ❖ If a student, this is something to consider early in school and not right before graduation



---

---

---

---

---

---

---

---

## RESUME

---

---

---

---

---

---

---

---

## FIRST IMPRESSION

- ❖ **“Your resume is your first interview.”**
  - ❖ J. Craig Honaman, FACHE, “Essential Skills for a New Communications Era” in Sep./Oct. 2010 Healthcare Executive
  - ❖ It’s your only opportunity for a first impression
- ❖ Your resume and cover letter represent your written communication skills
- ❖ They must grab someone’s attention – **WOW!**
  - ❖ Especially is many are applying for the same job
  - ❖ **Communicate your personal brand!**



---

---

---

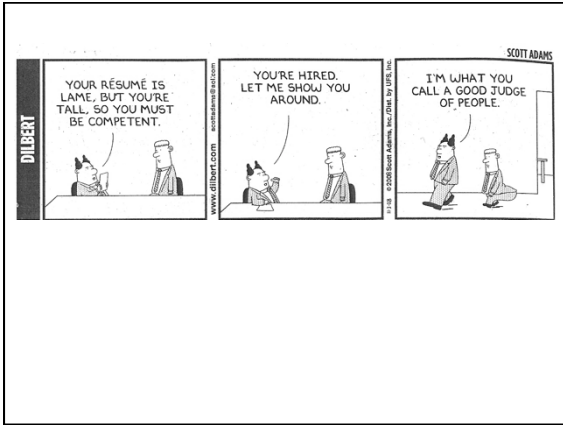
---

---

---

---

---




---

---

---

---

---


---

---

---

## WOW!

- ❖ If your resume and/or cover letter is "lame" then you likely will not get a call to come interview
- ❖ Typical resume review process
  - ❖ Receive multiple resumes
  - ❖ Screen and choose top 3-5 candidates
  - ❖ Call those candidates and do phone screen/interview
  - ❖ Choose top 2-3 to call in for an interview
- ❖ **Make them say WOW!**




---

---

---

---

---

---

---

---

## BRANDING

❖ Specialties	❖ Service or pro bono work
❖ Certifications (best)	❖ Charitable work
❖ Currently training (describe)	❖ Mission trips, esp. re: PT
❖ Mentoring	❖ Work in pro bono clinic (e.g., KUMC's JayDoc)
❖ Service in professional association	❖ Other accomplishments that set you apart
❖ Elected or BOD	❖ Different education background → marketing, psychology, etc.
❖ Serve on committee	
❖ Project assistance	

---

---

---

---

---

---

---

---

## LENGTH

- ❖ 1 page?
- ❖ 2 pages?
- ❖ More?
- ❖ Resume versus CV?



---

---

---

---

---

---

---

---

## LENGTH & FORMAT

- ❖ 2 pages for a professional position is warranted
- ❖ Make 2 resumes
  - ❖ Pretty hard copy for mailing or emailing
  - ❖ Electronic version in 10 point Courier font with no tabs and no tables
    - ❖ For submission in electronic systems
- ❖ If you email your resume as an attachment convert to PDF
  - ❖ So it looks just as pretty on the interviewers computer

---

---

---

---

---

---

---

---

## CONTENT

- ❖ *Objective*
  - ❖ Use your self-assessment to help you here
- ❖ *Describe* your past experiences rather than just listing them
  - ❖ "Outpatient orthopedic experience" OR
  - ❖ "Outpatient orthopedic experience treating post-surgical patients, rotator cuff pathologies, knee dysfunction, ..."



---

---

---

---

---

---

---

---

## REFERENCES

- ❖ Don't use if more than 10 years ago
- ❖ Doesn't have to be a boss, but is preferable
- ❖ Patients!
- ❖ Professional association contacts or leaders
- ❖ Non-work references are never as relevant as work references
- ❖ Keep references up to date
- ❖ Get their permission



Source: K.C. Star, "Some Tips for Your References", Diane Stafford, Sep. 12, 2010

---

---

---

---

---

---

---

---

## REFERENCES

- ❖ Work references will always be sought out over personal references
- ❖ If a young professional or new grad, be mindful of your work performance and attitude in your non-PT jobs

- ❖ Were you on time?
- ❖ Did you smile?
- ❖ How did you treat the customers?
- ❖ *These experiences will follow you for quite some time*




---

---

---

---

---

---

---

---

## REFERENCES

- ❖ Know their full names, titles, and contact information
- ❖ If you don't list former bosses as personal references, have their contact information available in case you are asked for it
- ❖ Your preparation will look good
- ❖ Saying you don't know may make it look like you're hiding something

---

---

---

---

---

---

---

---

## RESUME EXERCISE

- ❖ Take 5 minutes to think about your own personal PT/PTA brand
- ❖ Use it to write a **catchy** objective for your resume
- ❖ Pair up and share what you wrote
  - ❖ Critique each other
  - ❖ Was there a WOW moment?




---

---

---

---

---

---

---

---

## COVER LETTER

- ❖ Are these still relevant?

**THOMAS CHEW** | 197-233-5112 | [tom@thomascost.com](mailto:tom@thomascost.com)  
PTA for the people | making training fit to life

Thomas Chew  
 Director of Sales  
 10000 10th Street, Suite 100  
 Denver, CO 80202

Dear Mr. [Name]:

My name is Thomas Chew, I am currently a Director of Sales at Thomas Chew & Associates, Inc. I have been in the industry for over 10 years and have a proven track record of success in sales and marketing. I am currently looking for a new challenge and would like to discuss the possibility of joining your team.

My qualifications include:

- 10+ years of experience in sales and marketing
- Proven track record of exceeding sales targets
- Strong communication and interpersonal skills
- Ability to work independently and as part of a team
- Excellent organizational and time management skills
- Strong customer service orientation

I am confident that my skills and experience make me a strong candidate for the position. I would welcome the opportunity to discuss my qualifications further with you.

Sincerely,  
 Thomas Chew  
 Director of Sales

---

---

---

---


---

---

---

---

## COVER LETTER

- ❖ Resumes, for the most part, all look alike 
- ❖ Content is generally the same
- ❖ Format is generally the same
- ❖ Cover letters are where you can be creative and descriptive
  - ❖ Your creativity is your only limit

---

---

---

---

---

---

---

---

## COVER LETTER = SHOWCASE

- ❖ Your cover letter is where you can **SHOWCASE** your uniqueness
  - ❖ Describe in more detail what sets you apart from the rest
  - ❖ Highlight your personal brand
  - ❖ Inform the reader how you will help improve his/her clinic/facility
- ❖ If submitting via email, your cover letter is the body of the email
  - ❖ Your resume is the attachment



---

---

---

---

---

---

---

---

## RESUME READERS

- ❖ We are a picky bunch, and you will be, too, if/when you are in the same position
- ❖ Spelling and grammar and slang
  - ❖ All small letters in texting may be OK, but NOT on a resume or application
  - ❖ Spelling and grammar FAILS are the most common reasons resumes are TOSSED
- ❖ Have 2-5 people read your cover letter & resume
  - ❖ Use people who hire others if at all possible



---

---

---

---

---

---

---

---

## RESUME READERS

We want a reason to call you.



**Give it to us!**

---

---

---

---

---

---

---

---

# PHONE CALL!

---

---

---

---


---

---

---

## PHONE CALL!!!

- ❖ Your cover letter and resume resulted in a phone call
- ❖ Now what?
- ❖ This is your second interview
  - ❖ Be prepared!



---

---

---

---


---

---

---

## PHONE CALL

- ❖ Use the Disney method of having a mirror by your phone to be sure you're smiling
- ❖ If you don't talk on the phone much, practice with a friend
  - ❖ Research shows that paraverbal communication is the most influential (how you say it)
    - ❖ More than what you say
    - ❖ More than nonverbal



---

---

---

---

---

---

---

## PHONE CALLS

- ❖ These bore us:
  - ❖ Uh
  - ❖ You know
  - ❖ Like → aarrgggghhhh!
  - ❖ Awesome!
  - ❖ Putting us on hold to take another call
- ❖ Perspective → anything that irritates you will likely irritate us




---

---

---

---

---

---

---

---

## PHONE CALLS

- ❖ These excite us:
  - ❖ Pleasant
  - ❖ Professional
  - ❖ To the point
  - ❖ Hit the high point of his/her cover letter or resume
  - ❖ Ask me a few questions
- ❖ Try to seal the deal
  - ❖ "I would really to meet you and interview for the position. Is that possible?"




---

---

---

---

---

---

---

---

## INTERVIEW OFFER

- ❖ Have your schedule nearby
- ❖ If you may be late due to school or work, let the person know up front
- ❖ If you're coming straight from work and can't change clothes, let the person know up front
  - ❖ Although is always best to look to your best
- ❖ Ask for time that is convenient for the interviewer
  - ❖ Shows sensitivity to your customer

---

---

---

---

---

---

---

---

## INTERVIEW STRUCTURE

- ❖ Ask how long the interview will be (if that's an issue for you)
- ❖ Ask who you will be interviewing with
  - ❖ Human Resources?
  - ❖ Clinic owner/director?
  - ❖ Other members of the leadership team?
  - ❖ Anyone outside of the department besides HR?
  - ❖ Staff members?
- ❖ You will want at least one question for each person you interview with

---

---

---

---

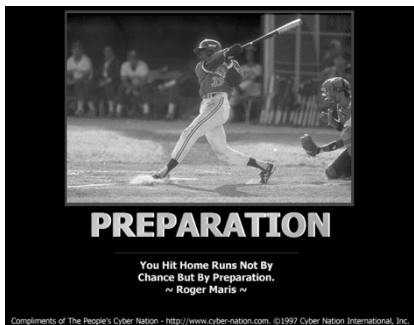
---

---

---

---

## INTERVIEW



- ❖ Are you ready for the interview yet?
- ❖ Not if you haven't prepared!

---

---

---

---

---

---

---

---

## INTERVIEW PREP

- ❖ "Preparation is the key enabler to success in the face-to-face interview process." *J. Craig Honaman, FACHE*
- ❖ Do you know your cover letter and resume well?
- ❖ Can you expand on items you wrote in your letter and resume?
- ❖ Have you done research on the clinic/facility?
- ❖ Do you have a list of questions to ask the interviewer?
  - ❖ Can use your self-assessment to create these

---

---

---

---

---

---

---

---

## INTERVIEW DRESS

- ❖ Professional, professional, professional
- ❖ "Dress for success" ALWAYS works!
- ❖ If you know how your interviewer dresses, dress the same or better
  - ❖ Men → suit and tie is always safe
  - ❖ Women → business attire such as:
    - ❖ Pant suits OR
    - ❖ Business length dresses/skirts



---

---

---

---

---

---

---

---

## WHAT NOT TO WEAR

- ❖ Jeans
- ❖ Flip flops
- ❖ Diving necklines
- ❖ 5 inch heels
- ❖ Holes in your shoes or pants
- ❖ T-shirts / Sweat shirts
- ❖ Ear rings only – remove the rest



---

---

---

---

---

---

---

---

## INTERVIEW PREP - FINAL

- ❖ Right before the interview do the following
  - ❖ Check your directions → do you know where you're going?
  - ❖ SILENCE YOUR CELL PHONE!!!
    - ❖ If you're expecting an emergency or important call let the interviewer know, but try to avoid that



---

---

---

---

---

---

---

---

# INTERVIEW TIME!

---

---

---

---


---

---

---

## ARRIVAL

- ❖ Arrive early
- ❖ Smile and be pleasant to everyone
  - ❖ The front office person may sink you if you treat them poorly
- ❖ Have 5 or more hard copies of your cover letter and resume ready to hand out
- ❖ Shake hands when appropriate with introductions



---

---

---

---


---

---

---

## ARRIVAL

- ❖ Have a pen and be prepared to complete more paperwork
  - ❖ Especially if you are starting in Human Resources
- ❖ Bring a folio with paper in it so you can take notes, keep items we give you, etc.
  - ❖ Makes you look prepared and organized



---

---

---

---

---

---

---

## QUESTIONS – STANDARD

- ❖ Background
- ❖ How did you become interested in physical therapy?
- ❖ Describe experience to date
- ❖ References

*Boring!*



---

---

---

---

---

---

---

---

## QUESTIONS – BEHAVIORAL

- ❖ Describe a situation when \_\_\_\_\_ happened...
- ❖ Tell me about your last encounter with an upset customer.
- ❖ Give an example of an important goal that you set in the past. Tell about your success in reaching it.
- ❖ Describe a time when you had to go above and beyond the call of duty in order to get a job done.
- ❖ Describe a situation where you felt you had not communicated well. How did you correct the situation?

---

---

---

---

---

---

---

---

## BEHAVIORAL ?'s

- ❖ Rather than have you recite facts and history, behavioral questions are assessing:
  - ❖ How well you think on your feet
  - ❖ How you have actually dealt with situations versus how you might do so
- ❖ Provides interviewer better prediction of what you will do in the future based on your past behaviors
- ❖ Prepare by Googling "behavioral interview questions"
  - ❖ <http://blog.emurse.com/2007/05/21/complete-list-of-behavioral-interview-questions/>

---

---

---

---

---

---

---

---

## ANSWERS

- ❖ Brief and concise whenever possible
  - ❖ Don't talk for 5 minutes about one question
- ❖ Be prepared for follow-up questions to your responses
  - ❖ Don't get flustered
- ❖ Look at paraverbal and nonverbal cues from the interviewer
  - ❖ Ask if they want more information or have other questions if it appears that they do
    - ❖ Shows you can read people and probe → important in PT!

---

---

---

---

---

---

---

---

## QUESTIONS YOU ASK

- ❖ Be sure to have some ready to ask
- ❖ Is OK to write them down ahead of time and pull them out
  - ❖ Shows you prepared for the interview
- ❖ Use your self-assessment
  - ❖ What are you looking for in a facility?
- ❖ Use your research on the facility



---

---

---

---

---

---

---

---

## SALARY – DO YOU OR DON'T YOU ASK?

- ❖ If the interviewer doesn't bring it up then the first question to answer is, are you interested in this job?
- ❖ If yes, then it's usually OK to ask about it toward the end of the interview
- ❖ May only get the salary range → min and max
  - ❖ Sign-on bonus?
  - ❖ Moving allowance?
  - ❖ Tuition reimbursement?



---

---

---

---

---

---

---

---

## MEET STAFF

- ❖ If not offered, ask about meeting the staff
  - ❖ You may not want to meet staff if you want to keep your job search confidential
- ❖ Gives you a different perspective of the workplace
- ❖ Consider asking same questions of staff that you asked the interviewer
  - ❖ Do you get the same or different answers?

---

---

---

---

---

---

---

## THANK YOU CARD

- ❖ Is a good idea to send a handwritten thank you card to the interviewer(s)
- ❖ Shows initiative
- ❖ Shows appreciation
- ❖ Shows attention to detail
- ❖ Sets you apart (especially nowadays)
- ❖ **It can't hurt!**



---

---

---

---

---

---

---

## DECISION TIME

---

---

---

---

---

---

---

## LIKE / DON'T LIKE?

- ❖ You should decide before any offer is made whether this is the right clinic/facility for you
  - ❖ Will you fit into their culture?
  - ❖ Will you get along with the staff?
  - ❖ Will you enjoy treating the patient population?
  - ❖ Will you get the growth opportunities you seek?
- ❖ Always make sure the job/clinic/people/patients are right for you before considering an offer



---

---

---

---

---

---

---

---

## OFFER

- ❖ The clinic calls and offers you the position
- ❖ Things to negotiate:
  - ❖ Salary
  - ❖ Sign-on bonus or other up front payments (if applicable)
  - ❖ Benefits (if negotiable)
  - ❖ Start date and work schedule
- ❖ Is OK to take a few days to think about it
  - ❖ It *should* be OK – if the clinic pressures for an immediate decision that might be a red flag



---

---

---

---

---

---

---

---

## ACCEPTANCE

- ❖ Finalize the details described in the previous slide
- ❖ Thank the person making the offer
- ❖ Ask if there is anything else you should know



---

---

---

---

---

---

---

---

## DECLINE

- ❖ If the facility isn't right for you or the offer is not what you are seeking, it's OK to decline the offer
- ❖ Thank the offerer for:
  - ❖ Taking the time for the interview
  - ❖ For making the offer
- ❖ What to do if asked why?



---

---

---

---

---

---

---

---

## JOB PREPARATION

---

---

---

---

---

---

---

---

## LICENSE

- ❖ If you are graduating from PT/PTA school or moving to a new state, begin the licensing process ASAP with that state's licensing board
  - ❖ Can take 2-3 months to secure a license
- ❖ Do you need to purchase malpractice insurance?
  - ❖ Can secure that through APTA sponsored provider HPSO
- ❖ Read that state's practice act and rules/regs



---

---

---

---

---

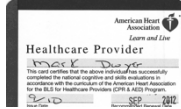
---

---

---

## OTHER REQUIREMENTS

- ❖ CPR will likely be universally required
  - ❖ Have your CPR card ready on Day 1



- ❖ NPI (National Provider Identifier) number
  - ❖ Will need in private practices, etc. where the billing is done under your name versus the facility's name
  - ❖ <https://nppes.cms.hhs.gov/NPPES/StaticForward.do?forward=static.npistart>
- ❖ Other certifications
  - ❖ Bring documentation

---

---

---

---

---

---

---

---

**HAVE FUN AT YOUR  
NEW JOB!**

---

---

---

---

---

---

---

---

**QUESTIONS?**



---

---

---

---

---

---

---

---



- ❖ Feel free to contact me with questions
- ❖ **Mark Dwyer, PT, MHA**
  - ❖ Director of Rehabilitation Services
  - ❖ Olathe Medical Center
  - ❖ 913.791.4326 (Work)
  - ❖ 913.205.7546 (Mobile)
  - ❖ markdwyer87@comcast.net (Email)

---

---

---

---

---

---

---