Montgomery County Department of Health and Human Services
Empowering Community Health Organizations (ECHO) Project FY2019
Workshop #17
Tailored for Success: Getting the Job You Want
Thursday, June 6, 2019 | 5:30PM – 8:00PM | Silver Spring Civic Building, Spring Room

WORKSHOP SUMMARY

The Montgomery County Department of Health and Human Services (MCDHHS) Asian American Health Initiative (AAHI), in partnership with the African American Health Program (AAHP), Latino Health Initiative (LHI), and Community Action Agency (CAA) hosted a free workshop entitled “Tailored for Success: Getting the Job You Want” as part of the Empowering Community Health Organizations (ECHO) Project 2019. Launched in 2011, ECHO is a series of practical and professional training workshops aimed to build the capacity and sustainability of community organizations.

“Tailored for Success: Getting the Job You Want” is the first workshop in our job readiness series focusing on guiding and educating immigrant and minority populations in the job seeking process. Our speaker for this workshop was Mike Sirbaugh, who has been a Human Resources Specialist for over 11 years in the Office of Human Resources with the Montgomery County Government. He has over 30 years of Human Resources experience which includes being a Maryland State Certified Trainer and Trainer Instructor. Mike presents monthly at various locations across Montgomery County on how to apply for jobs with the County government.

Workshop attendees participated in a group activity led by Karlie Leung, the Health Education and Communications Coordinator at the Asian American Health Initiative, and Mike Sirbaugh. Through the activity, attendees were able to respond to the Preferred Criteria questions as part of the Montgomery County Government job application process and discussed why they chose a particular response. The workshop concluded with a comprehensive question and answer session with the attendees.

The workshop was attended by 44 individuals who represented 21 organizations from the community.

This document presents a summary of the discussion shared throughout the workshop. Please note the information may be subject to change. Published on 7/9/2019.
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See presentation slides “Tailored for Success: Getting the Job You Want”

Overall Application Process

- The process used to apply to Montgomery County jobs has changed over the past few years.
- The whole application process may take you an hour or even two hours to complete if this is your first time applying.
- The three basic areas of the application process include:
  - **Education** and Relevant **Experience** as it relates to the job to which you are applying. Even if you have it in your resume, you will need to enter the information again in the online application.
  - **Education**
    - The first major step is to provide your educational background. Add as many levels of education as you would like.
    - Enter the level, name of the school, and your major/degree type.
    - If you have not graduated with your degree do not mark the box that says you have graduated. For example, if it is currently April and you will graduate in May, do not check the box.
    - If you are working towards a degree and do not have one, enter in the total number of credit hours you have. Thirty credit hours is equal to one-year experience towards your degree.
  - **Experience**
    - When entering your work history, include your experience that is most relevant to the job you are applying for, no matter how long ago it was. Every job does not have to be listed but make sure to include ones relevant to the position.
    - Tip: Keep your dates consistent, if you do not know the exact date of previous jobs, put the 1st or the 15th of the month and do the same for other jobs. It helps the system to calculate your experience.
    - Certain jobs may require certifications. If you want to add certificates that are not required for the job, you are welcome to do so.
    - The more information you put in is better, but you do not have to put everything in. At least enter what is required.
Some jobs require a valid driver’s license because those jobs expect you to drive a County car.

- Knowledge, Skills and Abilities necessary to minimally perform the job for which you are applying.
  - Knowledge, Skills, and Abilities (KSAs) have point values for each response and they are used to assess your fitness for the job to which you are applying.
  - Answers to your assessment questions should be reflected in your resume. The hiring manager should be able to make a connection between the two.
  - Tip: For those interested, the Office of Human Resources has a classification plan on the Montgomery County website that lists the details for each job, including the KSAs required. This will help you understand what is expected for that job and decide if you should apply.

- Preferred Criteria (Competencies and Skills), which assess your experience as it relates to specific competencies, skills and/or preferred criteria indicated in the job announcement for which you are applying.

**Preferred Criteria**

- Preferred Criteria are most important to the hiring manager, who will use the responses to compare applicants.
- Preferred Criteria consist of five to six response questions with a point value for each. Pick the response that best suits you even if you choose the response that says you do not have the experience.
- Preferred Criteria are different from the KSAs because you will have a remarks section to put in your explanations after you selected a particular response.
- Tip: Give more details in the remarks section and explain why you chose the answer that you selected. Hiring managers encourage you to include remarks because the remarks can separate you from everyone else.
- Tip: Look at the job advertisement beforehand and review all of the Preferred Criteria the job entails. Then, on a word document, prepare your comments for each Preferred Criteria. When you actually complete the application, all you have to do is copy and paste your answers in the assessment section.
- There may be anywhere from two to ten Preferred Criteria questions. Once you submit all your responses, you cannot go back to the previous section.
- The application process may be tedious, but hiring managers have commented that they are getting better candidates that suit the jobs.
- See slides for the Preferred Criteria example and the Standard Competencies Proficiency Scale
Eligible List Certification

- The Eligible List is determined by the points collected from KSAs and Preferred Criteria. The Office of Human Resources will evaluate and validate each candidate’s results and those who are qualified will be placed on the Eligible List. The hiring manager receives the Eligible List along with a report that includes candidates’ responses and remarks, which helps them decide whom they want to interview.
- There is no limit to the number of people that can be on the Eligible List.
- Even if you are on the Eligible List, the number of candidates on the list and the number of job openings will determine if and/or when you will be interviewed. The hiring managers will need to go through each candidate on the list.
- Hiring managers are not required to interview everyone. They use an additional evaluation process to get the best candidates.

Searching and Applying for Jobs Online

- Search for Jobs
  - On the website you can either search for jobs or register to make an account, also known as a candidate profile. You can also upload your resume to your profile. However, you will need to attach it again if you apply to a particular job.
  - You do not have to have a profile to search for jobs, but you need one to apply.
  - Registering consists of entering your personal information.

- Notes on Job Searching
  - The job search system only shows 10 jobs at a time. Remember to click “Next 10 >” for more jobs.
  - Some jobs may be seasonal or temporary and some may be for Montgomery County Government employees only, which you may not be eligible for.
  - Note the job closing date. The job will close by midnight and you should give yourself enough time to apply.
  - Note the IRC number of the job you applied for and also print a copy of the job advertisement so that you can refer to the information later, such as if you are requested for an interview.
  - The “Apply Now” button in a job advertisement will only appear if you have already created an account.
  - You will receive a confirmation that you submitted an application after you click “Submit”.

Resume Preparation

- Your resume is the first impression on a hiring manager. Be sure to check that it is legible and clear.
• Make sure that you are uploading the correct resume and always submit it online before the deadline. Save your resume with a unique identifier, such as the IRC number.
• You can list your relevant experience, by chronological order, in a separate section, and then list your other experience in another section, also by chronological order.
• It is becoming more common for people to not list their home address in their resumes. That is okay because the information will be in your candidate profile. Remember to put in working numbers.
• You are not required to put in the year you completed a degree, unless the year of graduation is relevant to the years of experience required in the job application.
• See slides for resume preparation tips

Applying for MCG Jobs

• You only get to upload one document, therefore your resume and cover letter have to be in the same document to be successfully uploaded. A cover letter is optional but without a resume you will not be considered for the job.
• You do not need to provide references at the beginning.
• Tip: You do not need to note on your resume that references are available upon request. It is typically understood that this is the case.
• It is important to note that you cannot be inactive on a page for more than 30 minutes or you will time out. If you time out, login again and complete the application process.
• Remember to upload your resume before you submit your application.
• Equal Employment Opportunity (EEO) data is requested but optional.
  o These questions are used to see if the County government is reaching enough people in different demographics. There is no impact on your application if you do not include EEO data.
• Priority consideration only applies for the first appointment to a County Merit System position.
  o Priority consideration is given to the following persons in the following order:
    ▪ A veteran with a disability
    ▪ An equal preference for a veteran without a disability and for a person with disability
  o Priority consideration will not take into effect unless the candidate reaches the highest rating category on the Eligible List. You will need to show the required documents.
• Take this time to look over your application and resume submission to check for accuracy. Look for any typos and make sure that your contact information is correct.
• As stated before, you cannot review your resume after submitting it so look over it carefully.
• **Things to Remember**
  
  o To be considered for a position you must meet the minimum requirements. Take the time to check the job advertisement beforehand for all of the information you need.
  
  o Apply as early as possible so that you have enough time to complete all of the assessments and upload your documents.

• **See slides for step by step guide on the job application process**

**Application Status**

• If the status of your application says, “active application”, or “under review”, this means that your application was received.

• If you complete the Job Application and Candidate Assessment process, and meet all requirements for the position, your status will change to indicate you are in the next phase of the process.

**Interview Tips**

• Review the copy of the job advertisement you saved to refresh your memory, learn more things about the job, and to help you come up with questions for the interview.

• If you are not sure what to wear you should always dress up. You can also ask what the dress code is.

• Have a list of references printed in case one is requested and be prepared with questions of your own to ask at the end.
GROUP ACTIVITY

For this activity, attendees examined the resumes of fictitious job applicants, Sandra Khan and Mary Jane Williams. Using the knowledge they gained from the presentation, attendees responded to the Preferred Criteria listed and discussed their reasoning behind their response selection.

Below are the responses shared by the attendees on the Preferred Criteria they were given. The group activity samples are available in the handouts section.

**Activity Case 1: Sandra Khan**

<table>
<thead>
<tr>
<th>Customer Service to a Diverse and Vulnerable Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please select the one response that best describes the experience you have managing customer requests and inquiries, solving customer problems or providing public service to a diverse population.</td>
</tr>
<tr>
<td>Response (Pick one)</td>
</tr>
<tr>
<td>☐ I answer questions from customers in need either in person or by phone and refer them to appropriate individuals or programs.</td>
</tr>
<tr>
<td>☐ I de-escalate complaints and issues from vulnerable and diverse customers and resolve those complaints to customers' satisfaction.</td>
</tr>
<tr>
<td>☐ I do not have experience providing customer service to diverse and vulnerable populations.</td>
</tr>
<tr>
<td>☑ I provide information on programs and services to diverse and vulnerable populations based on the customer's life circumstances and the regulations, procedures, and/or policies of the programs and take appropriate actions.</td>
</tr>
<tr>
<td>☐ I serve in a training capacity, receiving on-the-job training and providing limited customer support to vulnerable and diverse populations.</td>
</tr>
</tbody>
</table>

**Explanation**

This response was chosen based on the fact that her resume shows she worked as a social worker and has social work experience. She participated in activities that are related to the job as well as having the experience and education to go along with it.

**Comments from Mike**

*It is important to note that her social work experience is as an intern. That is good, but most internships are part of a master's program. If the master's degree was required, then she would already be credited for that in the job application with her education. She would not be credited again for her experience.*
### Oral Communication

**Please select the one response that best describes your experience with oral communication.**

<table>
<thead>
<tr>
<th>Response (Pick one)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>☑ Even in the most difficult situations, I ensure that regular communication occurs based on the needs of the project or individual, tailor communication to the level of the audience, and utilize the creative methods such as analogies and visuals to communicate complex ideas.</td>
<td></td>
</tr>
<tr>
<td>☐ I do not have experience in this area.</td>
<td></td>
</tr>
<tr>
<td>☑ I ensure regular communication occurs based on the needs of the project or individual, listen well and clarify the intent of others' communication.</td>
<td></td>
</tr>
<tr>
<td>☐ I have common knowledge and understanding of oral communication, but sometimes miss opportunities to deliver effective communication or take responsibility to understand others.</td>
<td></td>
</tr>
<tr>
<td>☐ I use appropriate grammar and choice of words, organize and express ideas clearly, and keep others informed of the status of projects.</td>
<td></td>
</tr>
</tbody>
</table>

**Explanation 1**

Her resume clearly shows that she is involved in social work. She is involved in talking to diverse types of people. Her experience shows that she works with patients in the hospital, women in self-help counseling, and working with a geriatric population. She is talking with different groups of people which clearly shows her communication skills.

### Oral Communication

**Please select the one response that best describes your experience with oral communication.**

<table>
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<tr>
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<tr>
<td>☐ I have common knowledge and understanding of oral communication, but sometimes miss opportunities to deliver effective communication or take responsibility to understand others.</td>
<td></td>
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<tr>
<td>☐ I use appropriate grammar and choice of words, organize and express ideas clearly, and keep others informed of the status of projects.</td>
<td></td>
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</tbody>
</table>

**Explanation 2**

My explanation is similar to the previous answer but I chose a different response. I chose a different response because of her work experience, such as working with women dealing with
alcoholism, and she held a position as a director. These jobs, in my opinion, require more thorough work and experience as well as duties.

Comments from Mike
This is a good example of why filling in the remarks section in the Preferred Criteria is important. Two people had similar answers but different views and reasons as to why they chose them. A hiring manager can only deduce so much from a resume. If you are an applicant, you should fill out the remarks section to let the hiring manager know why you believe you fit that response.

Activity Case 2: Mary Jane Williams

<table>
<thead>
<tr>
<th>Program Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please select the one response that best described the experience you have or have performed as it relates to providing administrative or program support.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Response (Pick one)</th>
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</thead>
<tbody>
<tr>
<td>☑️ I assist individuals and/or groups with program services by providing required program documents.</td>
</tr>
<tr>
<td>☐️ I coach and provide guidance to staff to ensure accuracy in the application of laws, regulations, requirements and procedures for the specific programs.</td>
</tr>
<tr>
<td>☐️ I direct the development of administrative policies and procedures for programs and services; oversee the day-to-day management and delivery of services; provide guidance to staff on the interpretation and application of program policies and make decisions involving the development and implementation of new program services, approaches and methods that affect many areas of the organization.</td>
</tr>
<tr>
<td>☐️ I do not have experience providing program support.</td>
</tr>
<tr>
<td>☐️ I execute specific rules and procedures to ensure the accuracy, completeness and acceptability of information for a specific program.</td>
</tr>
<tr>
<td>☐️ I monitor specific or selected aspects of a program or service contract, which includes making recommendations on the acceptability of program services.</td>
</tr>
</tbody>
</table>

Explanation
She has been working between departments in her latest work experience and has been communicating with each person in her own department. This shows that she works with individuals and groups.
**Computer Applications**

Please select the one response that best describes your experience using Computer Applications.

<table>
<thead>
<tr>
<th>Response (Pick one)</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ I create queries and reports using databases and computer applications, including troubleshooting issues and providing expert level guidance for the program or business process.</td>
</tr>
<tr>
<td>☐ I don't use computer applications.</td>
</tr>
<tr>
<td>☐ I gather data from various computer applications and software programs to create, update and prepare analyses and standard reports.</td>
</tr>
<tr>
<td>☐ I prepare complex analyses and reports that involve merging data from multiple sources.</td>
</tr>
<tr>
<td>☐ I update data in specific fields as instructed.</td>
</tr>
<tr>
<td>☑ I update data into computer applications and software programs as part of my regular job duties.</td>
</tr>
</tbody>
</table>

**Explanation**

She is using computers in general, so that means she knows about software programs. She also takes information from paper and inputs the data into the computer.

**Comments from Mike**

*This can be difficult because you are working with limited knowledge. In her resume it states that she overhauled a record keeping system, but it does not say that she can do some of the other things that are listed. In the Preferred Criteria section, she can go into further details about the other skills that she possesses if she chooses a response higher in the scale.*
Is there a consideration for equivalency for education and experience?
Yes, most of the jobs have an equivalency statement that states a combination of education and experience may be substitute. If you do not reach the education level required but have enough relevant experience, it can equate to a degree. If you do not have enough experience but you have a degree that is relevant to the job, you may also meet the minimum qualification.

Why is the Montgomery Count Government providing preference for people with a disability?
Many studies have shown that people with disabilities are not getting the same opportunities in the work force as people who do not have a disability. This initiative was started around five years ago with the County Council and County Executive.

If you were previously certified but the certification expired, what should you write on the resume?
On the resume, you can indicate the certification that was expired and then add when you can be recertified.

For each job that you apply to, do you have to fill the same information in every time?
Yes, you have to input information that is specific to that particular job. If one job requires a high school diploma and you apply for that, you may put that in and not bother putting in the bachelor’s degree because it is not required for that job. Another job you apply to requires a bachelor’s degree, so you will put that in. You can put all of it in every time or you can just put what is required. The important thing is to make sure you put in what is required.

What do you recommend if English is not the first language? When we go to see our interviewer what do you recommend for us? If I apply and I have a good resume and experience, but English is not my first language, am I still a good candidate if my English is not that good?
Your language ability should have no relevance unless it is a part of the job requirements. It is an extreme plus to be bilingual. People are compensated for speaking multiple languages. You will be evaluated on the same criteria as everyone else. It should not interfere with the evaluation and assessment of the interview.

How many jobs can you apply to at once?
We do not limit you and you can apply to as many as you like. However, if you are hired and accepted one of the jobs, all other applications you had still in the process will be terminated.
Does the computer have an autosave function if I cannot complete the application in one sitting?
If you start in the morning and wait till later to finish it, it may not be there. You should expect to begin and complete the application process in one sitting.

Do you accept foreign diplomas/certifications?
At face value we accept them in the beginning. If you make it onto our eligible list, go through the interview process, and are selected, you will need to provide the information that shows that it has been evaluated by an agency that tells us it is equivalent to what is required for the job.

Is the database like a calculator?
Yes, it is. The application system is developed that it will add everything up. When I look in the system, it will tell me your name and your level of education and experience. Human Resources Specialists will verify your information. If the system indicates a candidate as not qualified, we will go into the system to make sure that a candidate is truly not qualified because the system may not be able to calculate the experience or education equivalency properly.

What other criteria is accepted to verify disability?
The only thing that we are accepting right now has to be from the Maryland Division of Rehabilitation Services (DORS), or something equivalent to that from another state or DC. If it is a veteran and they have something from the military that also displays that, it can be accepted. As far as civilian life, right now it is only DORS or the equivalent from another state. Our website specifies exactly what we accept.

Comments:

*Susan Seling, Chief of Human Capital Management and Organizational Development with the Montgomery County Department of Health and Human Services*

“Take some time and make notes about where you think you are strong in those Preferred Criteria. Talk to mentors about how they see you in those criteria. Think about what an interviewer would ask you about your experience and different skill sets. Think about what you would say. People underestimate their expertise in the area, but do not oversell. Take some time and make notes so you can give yourself the credit that you deserve. One of the hardest things to do is apply an assessment of our own experience and expertise. Spend time before you make the application thinking about what you bring to the table.”
WORKSHOP FEEDBACK

The response rate from the workshop was 97%. Percentages may not add to 100 due to rounding and skipped questions.

1. Please rate this workshop:

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Average</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Value of topic</td>
<td>69%</td>
<td>31%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>b. Quality of presentation content</td>
<td>75%</td>
<td>25%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>c. Quality of speakers</td>
<td>81%</td>
<td>19%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>d. Quality of group activity</td>
<td>38%</td>
<td>50%</td>
<td>6%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>e. Usefulness of handouts</td>
<td>69%</td>
<td>28%</td>
<td>0%</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td>f. Length of workshop</td>
<td>53%</td>
<td>31%</td>
<td>6%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>g. Time for questions and answers</td>
<td>56%</td>
<td>25%</td>
<td>13%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>h. Overall rating of workshop</td>
<td>66%</td>
<td>34%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

2. Please rate the following:

<table>
<thead>
<tr>
<th>After attending this workshop:</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Undecided</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I received the information I wanted to learn about the Montgomery County job application process.</td>
<td>81%</td>
<td>16%</td>
<td>3%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>b. I am more knowledgeable about how to search for Montgomery County jobs.</td>
<td>75%</td>
<td>22%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>c. I am more knowledgeable about how to apply for Montgomery County jobs.</td>
<td>75%</td>
<td>16%</td>
<td>3%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>d. I feel more prepared to address the Preferred Criteria section of a Montgomery County job application.</td>
<td>60%</td>
<td>31%</td>
<td>6%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>e. I am confident in my ability to complete and application for a Montgomery County job.</td>
<td>66%</td>
<td>25%</td>
<td>6%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
WORKSHOP ATTENDEES

The following workshop registrants provided permission to publish their name, organization, and email address.

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Handouts from the “Tailored For Success: Getting the Job You Want” ECHO Workshop

Please note the information provided in this section may be subject to change. Please contact the respective organizations to ensure the most current information. The following documents were compiled on 7/9/2019.
RESOURCES FOR COMMUNITY EDUCATION

The following materials were provided to ECHO workshop attendees.

How to Apply for Jobs with Montgomery Count Government
Flyer for Montgomery County job application workshop held by the Office of Human Resources at various Montgomery County Public Libraries.

Montgomery County Government (MCG) Careers - Join the MCG Team
https://www.montgomerycountymd.gov/HR/Recruitment/MCGCareers.html
The Office of Human Resources’ recruitment website includes tools geared to help prospective employees understand the MCG job application process.

Resume Preparation Tips
https://www.montgomerycountymd.gov/HR/Resources/Files/Staffing/recruiting_resume_tips.pdf
Handout provides tips on how prospective employees should prepare their resumes when applying for positions with the MCG.

Frequently Asked Questions (FAQs)
https://www.montgomerycountymd.gov/HR/Resources/Files/Staffing/recruiting_FAQs.pdf
Handout provides information on questions frequently asked by applicants when applying for a position with the MCG.

Disability Employment and Initiatives
https://www.montgomerycountymd.gov/HR/Recruitment/DisabilityInitiative.html
MCG employment initiatives for people with disabilities, veterans, and veterans with disabilities.

Equivalencies for Education and Experience
https://www.montgomerycountymd.gov/HR/Resources/Files/Staffing/recruiting_equivalencies.pdf
Handout provides information on the types of substitution between education and experience that would apply for a candidate to meet the required Minimum Qualifications.

Creating an Account in AccessMCG Extranet
https://ex12.montgomerycountymd.gov/irec_home/Creating_an_Account_in_AccessMCG_Revised_2.23.16.pdf
A step-by-step guide on how to create an online account in the AccessMCG Extranet.

How to Search for Jobs
A step-by-step guide on how to search for jobs on the MCG job application site – iRecruitment.
Tailored For Success: 
Getting the Job You Want 

June 6, 2019 

Welcome 

Thank you for attending this workshop sponsored by the Office of Community Affairs, Asian American Health Initiative. 
We are committed to selecting the most highly qualified individual(s) to serve Montgomery County residents and we hope this helps to prepare you to participate in Montgomery County’s recruitment and hiring process.
Our Process

Our process involves completing an assessment that measures your:

- **Education** and Relevant **Experience** as it relates to the job for which you are applying
- **Knowledge, Skills** and **Abilities** necessary to minimally perform the job for which you are applying
- **Preferred Criteria** (Competencies and Skills), which assess your experience as it relates to specific competencies, skills and/or preferred criteria indicated in the job announcement for which you are applying

Please respond to all questions, even if the information is reflected in your attached resume. Failure to respond to all questions may impact your qualification status and could deem you “Not Qualified”

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Example KSA

**IRC26764 - DGS - Planning and Development - Program Manager II - V2**

Please select the one response that best represents your knowledge of the procedures, regulations and/or policies required for the job for which you are applying:

**Answer**

- I conduct studies and research assignments under supervision utilizing available data from files on a variety of subjects.
- I review and analyze the impact of the state and/or federal legislation and policies on the delivery of programs and services.
- I collect, organize and verify completeness of information submitted for services or programs.
- I conduct independent research and prepare reports requiring the compilation, interpretation and analysis of data.
- I identify and resolve program related transaction processing problems.
- I have limited experience related to providing program analysis.

**Next**
Preferred Criteria

Standard Competencies Proficiency Scale:

Level 1 – Fundamental (basic knowledge) common knowledge or understanding of basic techniques and concepts; focus is on learning

Level 2 – Novice (limited experience) classroom experience and/or experimental scenarios or as a trainee on-the-job; focus is on developing through on-the-job experience

Level 3 – Intermediate (practical application) application of the competency to situations and occasional minimal guidance to perform; focus is on applying and enhancing knowledge or skill

Level 4 – Advanced (applied theory) perform the actions associated with this skill consistently and without assistance; focus is on broad organizational issues

Level 5 – Expert (recognized authority) provide guidance, troubleshoot and answer complex questions; focus is strategic
Eligible List Certification

- Each step in the process utilizes data analytics to determine candidate eligibility.
- Eligible List is determined from the KSAs and Preferred Criteria points.
- The Hiring Manager receives Eligible List with a report which includes candidate responses and remarks.
- Our goal is to provide Hiring Managers with Eligible Lists within 7-10 business days from the announced closing date.

Searching and Applying for Jobs Online
Search for Jobs

- Under the **Featured Sites** section, Click on the **Search Jobs** link.
- You now have two options
  - **Register by creating an account** – if you choose this option, you will be prepared to apply as soon as you see an ad that interests you.
  - **Search the listed job vacancies** – if you choose this option, you will need to register when you are ready to apply for a position.

Search for Jobs (cont.)

![Search for Jobs](image-url)
Search for Jobs (cont.)

![Job Search Interface]

Notes on Job Searching

- More jobs may be available to review.
  - Notice the Next 10 > option to go to the next page.

- Alphabetize the list.
  - Click on the Job Title to alphabetically sort the jobs.

- IRC numbers are important.
  - Make a note of the IRC# for each position you are interested in.
After Your Search – Get Ready to Apply!

- Select a position.
- Click on the IRC number (highlighted link in blue).
- Remember:
  - Read the Job Description carefully.
  - Ensure you meet the Minimum Qualifications.
  - Review the Preferred Criteria.
- Print ad for your records.
- Click Apply Now.

Resume Preparation
Starting the Process: The Resume

- It all starts with a resume.
  - Make sure it is the correct one.
  - When responding to assessment questions, do not underestimate or overestimate your current knowledge, skills, abilities, and experience

- All resumes must be submitted online.
  - We recommend chronological or date order, instead of functional or listing your skills.

- Late resumes will not be accepted.
  - Plan to submit your resume as early as possible. Do not wait until the last minute. You will need to complete both the Job Application and Candidate Qualification Assessment process in order to be considered for a position.

- Additional information cannot be accepted after the ad closes.
  - Save your resume with a unique identifier, such as the IRC number.

Resumes Should Include...

- Name, address, contact phone numbers and an e-mail address
- An objective: brief statement describing the position desired (optional)
- Education level
  - Name of the institute and degree earned.
  - Number of credit hours earned if no degree was obtained (Note: sometimes year is important).
Resumes Should Include... (cont.)

• Work History
  • Title of position held.
  • Month and year the position started and ended.
  • List of duties and responsibilities associated with each position on the resume.
  • Positions listed in reverse chronological order (e.g., 2016, 2015, 2014, and so on).

• Trainings, Licensure, Certifications (include credit hours), Multilingual level

• Volunteer hours (location, hours, dates, type of work)

• Preferred Criteria section (if applicable). You will answer automated questions in the online qualification and assessment section to address the Preferred Criteria. Your answers and responses should be consistent with your experience, education, and training referenced in your resume.

Sample Resume

Janet Anyone  
7613 Haines Court  
Greenbelt, Maryland 20715  
Cell: 301-345-8769  Home: 301-345-3728  
first.lastname@montgomerycountymd.gov

Objective: to obtain a position using my skills in training and recruitment.

Education:
Northern Arizona University  
Graduate studies: Reading & Secondary Ed  29 credits  
09/93 – 05/96

Catholic University, WDC  
English & Secondary Ed  
BA  
09/88 – 05/91
Sample Resume (cont.)

Work History:

Human Resources Specialist 12/03 – Present
Montgomery County Office of Human Resources Part-time (25 hrs/wk)

- Conduct recruitments for assigned departments
- Prepare advertisements, job postings and advertising strategies
- Provide technical guidance with regard to employment laws, Personnel Regulations and best practices to department contacts
- Conduct New Employee Orientation as part of a team
- Administer entire promotional examination process for public safety departments

Certifications: Professional in Human Resources, since 2005

Do You Have Questions?

- About putting together your own resume?
- About meeting the Minimum Requirements?
- About the *equivalency statement* in the Classification Specifications?
- About how to address the Preferred Criteria?
Applying for MCG Jobs

Continuing the Process: Applying Online

• You must apply online for every position that you are interested in.

• The process (Job Application/Candidate Assessments) takes **at least one hour**. Be sure to allow sufficient time for completion.

• You should print a copy of the ad and your resume for every position you apply for to keep for your records.

• Your resume and cover letter and have to be in the same document to be successfully uploaded.

• **NOTE:** You can’t be on any one (1) page for more than 30 minutes without activity or you will time out. If you time out, re-login and complete the application process.
Step 1 – Candidate Qualification and Assessments

• All candidates are required to complete candidate and qualification assessments.
• When you apply for a position, you will answer a series of automated assessment questions.
• Each applicant is assessed to determine whether or not they meet the minimum education, experience, licensure, certification, and any other specific requirements.
• Assessment answers MUST be verifiable in the resume submitted.

Step 2: Enter Application Details
Step 3

- **Upload existing resume and cover letter.**
  - Go to the bottom right corner of the page and click on “Click here to upload your resume” in red.
  - A cover letter is optional, but it must be in the same document for successful upload.

- **Preview your resume for accuracy prior to final submission:**
  - Ensure that you have reviewed the entire job announcement and address all work experience, training, knowledge, skills and abilities you possess to affirm that you possess the qualifications related to the Preferred Criteria (if applicable).

- **The system will only accept one uploaded document.**
  - The one document should include your cover letter and resume.

- **You will not be able to preview the resume after uploading it.**
  - Review the entire document (i.e., cover letter, resume and Preferred Criteria) before your submit.

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Step 3 (continued)

- **Employment History**
  - Details Employer
  - Start Date
  - End Date
  - Job Title
  - Location
  - Delete
  - Add Another Employer

- **Education Qualifications**
  - College or University
  - Location
  - Degree
  - Major Subject
  - Date Received
  - Add Degree
  - Delete
  - No results found.
  - Add Another Qualification

- **Additional Qualifications**
  - Category
  - Qualification Type
  - Qualification
  - Grade/Level
  - Date Received
  - How Received
  - Delete
  - No results found.
  - Add Another Qualification

- **Resume**
  - To upload your resume to your account click on “Click here to upload your resume.”
Step 4

• Mandatory questions in Step 2 of 3 are marked:
  • All Applicants: These are mandatory questions that all applicants must answer.
  • Are you a former Montgomery County Government Employee?
    • No    X
    • Yes
  • Click **Next**
  • EEO data is requested.
    • Providing this information is optional.

Step 5: Priority Consideration for **Initial** Appointment to a County Merit System Position

If you wish to claim any of the hiring preferences for a Montgomery County **merit** system position, you must answer the Hiring Preference online questions as part of your application. If you are placed in the **highest rating category** on the eligible list for positions that you apply for, you will be contacted to obtain the required confirmation documents.

• **Priority consideration is given to the following persons in the following order:**
  • a veteran with a disability
  • an equal preference for a veteran without a disability and for a person with a disability
Step 6: Review Your Application and Resume

- Preview your resume submission.

- You are not able to review the uploaded resume, so carefully preview it and confirm accuracy before completing the process.

- Make sure your contact information is correct.

- Look for typos.

- Make it look good! This is the first time a hiring manager is introduced to a candidate.
Things to Remember

- You must meet the Minimum Qualifications to be considered for a position.
- You should address the Preferred Criteria in the Remarks section of the assessment.
- You should check the website weekly for available vacancies.
- You should apply for a position as early as possible to allow sufficient time to complete assessments, upload your resumes, and avoid missing the recruitment period deadline.

Applicant Status
Confirmation of Your Application(s)

Go to Jobs Applied For after you apply and track the status changes of your various applications.

After You Apply

- Your status will be Active Application or Under Review in the Jobs Applied For section.
- If you have not completed the process, do not provide sufficient detail to confirm that you meet all requirements (relevant experience, education, licensure, etc.), or your assessment score is less than the minimum points for Classification QES factor assessment, your status will change to Does Not Meet Minimum Qualifications.
- If you complete the Job Application and Candidate Assessment process, and meet all requirements for the position, your status will change to indicate you are in the next phase of the process.
- After the job announcement closing date, OHR will evaluate and validate applicant results, which determine overall applicant rating status. Your final status will be documented in our system and you will be able to view it in your account under “Applicant Status.”
Standard Qualification Process

• Not Qualified Statuses:
  • Incomplete applications
  • Insufficient requirements (i.e. relevant experience, education, license)
  • Less than minimum points for Classification QES factor assessment
• OHR will evaluate and validate applicant results
• OHR provides to the Hiring Manager:
  • Eligible List
  • Hiring Manager Report (applicant responses)

Do You Have Questions?

• How to access your account?
• The resume submission?
• Who to call or what to keep?

If you have questions, please contact the Human Resources Specialist assigned to the advertisement.
Interview Tips

After You Apply (cont.)

• Prepare for an interview.
• Print a copy of the ad so you can refresh your memory if you are contacted for an interview.
• Learn something about the job.
• Ask questions of people who do that type of job.
Interview Questions

• Ask yourself questions that might be asked in an interview setting.

• Even if they aren’t the questions the hiring manager will ask, being prepared to answer questions under the pressure of an interview is important.

• What type of questions might be asked?

Interview Tips

• Get ready.
  • Make sure your interview attire is neat, tidy and appropriate for the interview. Have a pen and paper for note taking. Print a list of references, just in case one is requested.

• Be on time and know where you’re going.
  • Be 5 to 10 minutes early and keep an eye on traffic that day, so you’re prepared.

• Stay calm.
  • Try to relax as much as possible during the interview. Make eye contact and listen to the entire question before you answer.

• Be prepared with questions to ask the hiring manager.
  • Consider asking about the schedule, work location and what the expectations are of the position.
Summary Highlights

• You must meet the Minimum Qualifications to be considered for a position.
• Be sure to review the Preferred Criteria and be sure that your resume reflects all relevant and related work experience to support your knowledge, skills, and abilities related to these qualifications.
• You should check the website weekly for available vacancies.
• You should apply for a position as early as possible to avoid missing the deadline and allow proper time for resume preparation and submission.

Summary Highlights (continued)

• Registering does not make you an applicant.
• If you are a first-time user applying for a job, you must create a new account.
• All components of the Job Application Process and Qualification Assessment must be completed in order to be evaluated and considered for a position.
• Incomplete applications will not be reviewed, evaluated or considered for employment.
• Your Job Application is only complete when you have successfully uploaded your resume and received the following confirmation message, "Thank you for submitting your application."
• The system allows only one document to be uploaded and has a 30-minute time out.
• Once you have completed the Qualification Assessment component, if you have timed out of the system, you must re-login and complete your application.
• The account activation may take up to 15 minutes to complete. All of our recruitments close by 11:59 p.m. on the posted closing date. Please make sure you do the activation setup immediately so you can apply timely for a posted job.
• Applications for current job openings are not accepted after the closing date.
• You can keep track of the status of your applications and employment process online at any time.
Q&A

Mike Sirbaugh
Human Resources Specialist

240-777-5021
michael.sirbaugh@montgomerycountymd.gov
Group Activity - Case 1

This activity is designed to give you an opportunity to apply what you learnt from the presentation. After reading the resume on the last page, assess the person’s skills and personality traits, and decide which is the best response for the person within the following preferred criteria. Provide an explanation on why you chose that response.

Preferred Criteria

<table>
<thead>
<tr>
<th>Customer Service to a Diverse and Vulnerable Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please select the one response that best describes the experience you have managing customer requests and inquiries, solving customer problems or providing public service to a diverse population.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Response (Pick one)</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ I answer questions from customers in need either in person or by phone and refer them to appropriate individuals or programs.</td>
</tr>
<tr>
<td>☐ I de-escalate complaints and issues from vulnerable and diverse customers and resolve those complaints to customers' satisfaction.</td>
</tr>
<tr>
<td>☐ I do not have experience providing customer service to diverse and vulnerable populations.</td>
</tr>
<tr>
<td>☐ I provide information on programs and services to diverse and vulnerable populations based on the customer’s life circumstances and the regulations, procedures, and/or policies of the programs and take appropriate actions.</td>
</tr>
<tr>
<td>☐ I serve in a training capacity, receiving on-the-job training and providing limited customer support to vulnerable and diverse populations.</td>
</tr>
</tbody>
</table>

Explanation
<table>
<thead>
<tr>
<th>Oral Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Please select the one response that best describes your experience with oral communication.</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Response (Pick one)</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Even in the most difficult situations, I ensure that regular communication occurs based on the needs of the project or individual, tailor communication to the level of the audience, and utilize the creative methods such as analogies and visuals to communicate complex ideas.</td>
</tr>
<tr>
<td>☐ I do not have experience in this area.</td>
</tr>
<tr>
<td>☐ I ensure regular communication occurs based on the needs of the project or individual, listen well and clarify the intent of others' communication.</td>
</tr>
<tr>
<td>☐ I have common knowledge and understanding of oral communication, but sometimes miss opportunities to deliver effective communication or take responsibility to understand others.</td>
</tr>
<tr>
<td>☐ I use appropriate grammar and choice of words, organize and express ideas clearly, and keep others informed of the status of projects.</td>
</tr>
</tbody>
</table>

**Explanation**
SANDRA A. KHAN
1234 West Avenue, Ellicott City, MD 21043 * (410) 555-1234 * SandraKhan@umbc.edu

EDUCATION
University of Maryland Baltimore County (UMBC) Baltimore, MD
B.A., Psychology; B.S.W. Social Work Graduated: Dec. 2010
Worked 20-25 hours per week while carrying a full academic schedule

HONORS/AWARDS
Social Work stipend 2017-present
Dean’s List Spring 2008

SOCIAL WORK EXPERIENCE
Howard County General Hospital Columbia, MD
Social Work Intern 2017-present
• Handle discharge planning, progress reporting, and adjustment to illness counseling
• Consult with the hospital staff and instruct hospital employees
• Design new policy regarding child abuse reporting procedures
• Serve as hospital liaison to Howard County Association of Community Services

Women in Self Help (WISH) Baltimore, MD
Counselor 2011-2017
• Counseled low-income women in areas of skill attainment and job readiness
• Assessed clients’ needs and linked with available community services

Caton Manor Nursing Home Baltimore, MD
Activities Director 2009-2011
• Planned and implemented therapeutic activities for residents
• Served as first Activities Director in the new facility

Summit Nursing Home Baltimore, MD
Activities Director 2009
• Served as Occupational Therapist and managed activities at a 141-bed facility
• Supervised two assistants in implementing an extensive workshop and social activity schedule

RELATED ACTIVITIES
The Johns Hopkins University School of Public Health and Mental Hygiene, Baltimore, MD
Guest Lecturer “Women and Alcoholism”, April 2018

MEMBERSHIPS
National Association of Social Workers May 2011 – present

(Original resume published by University of Maryland Baltimore County (UMBC) Career Center)
Group Activity - Case 2

This activity is designed to give you an opportunity to apply what you learnt from the presentation. After reading the resume on the last page, assess the person’s skills and personality traits and decide which is the best response for the person within the following preferred criteria. Provide an explanation on why you chose that response.

Preferred Criteria

<table>
<thead>
<tr>
<th>Program Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please select the one response that best described the experience you have or have performed as it relates to providing administrative or program support.</td>
</tr>
</tbody>
</table>

Response (Pick one)

- [ ] I assist individuals and/or groups with program services by providing required program documents.
- [ ] I coach and provide guidance to staff to ensure accuracy in the application of laws, regulations, requirements and procedures for the specific programs.
- [ ] I direct the development of administrative policies and procedures for programs and services; oversee the day-to-day management and delivery of services; provide guidance to staff on the interpretation and application of program policies and make decisions involving the development and implementation of new program services, approaches and methods that affect many areas of the organization.
- [ ] I do not have experience providing program support.
- [ ] I execute specific rules and procedures to ensure the accuracy, completeness and acceptability of information for a specific program.
- [ ] I monitor specific or selected aspects of a program or service contract, which includes making recommendations on the acceptability of program services.

Explanation
**Computer Applications**

Please select the one response that best describes your experience using Computer Applications.

### Response (Pick one)

- I create queries and reports using databases and computer applications, including troubleshooting issues and providing expert level guidance for the program or business process.
- I don't use computer applications.
- I gather data from various computer applications and software programs to create, update and prepare analyses and standard reports.
- I prepare complex analyses and reports that involve merging data from multiple sources.
- I update data in specific fields as instructed.
- I update data into computer applications and software programs as part of my regular job duties.

**Explanation**
Mary Jane Williams
5014 Springhill Street 301-209-5609
Rockville, MD 20850 mjwill@yahoo.com

OBJECTIVE
To obtain a position as a program assistant where customer service and bi-lingual skills will be utilized

SKILLS PROFILE
- Proficient in Microsoft Office, data entry, and use of databases
- Fluent and able to apply English and Spanish to the business environment

EDUCATION
Montgomery College, Rockville, MD September 2017-May 2019
Associate Degree in International Business
Relevant Courses: Introduction to Business, Computer Applications, Accounting 1

EXPERIENCE

Administrative Assistant, Social Security Administration, Baltimore, MD June 2016-Present
- Liaison between all departments to ensure proper communications and reporting practices.
- Maintain excellent written and oral communication skills, problem resolution abilities and high level of confidentiality.
- Trained new staff and provided on-going support.
- Overhauled record keeping system from manual to computer-based to reduce data-retrieval time.
- Utilized database system for checking leave requests, work hours submitted, overtime, and employment checks.
- Processed checks and vouchers for a department of 125 employees for mailing.

Sales Associate, Best Buy, Rockville, MD May 2015-May 2016
- Thoroughly learned the computer department’s product offerings and contributed to the average sales of $13,000 per week.
- Maintained a customer satisfaction rating of 98%, receiving “Rookie of the Month” Award for excellence in customer service, averaging 75 persons per day.
- Built and maintained strong client relationships to ensure leads, future business and maximum productivity
- Managed cash register, communicated with customers and operated sales floor. Opened/closed register and generated end-of shift reports.

Student Assistant, Tutoring Center, Walt Whitman High School October 2014-April 2015
- Accurately input student information into database. Highlighted services required by students and passed on this information to appropriate tutors to prevent service delays.
- Served as liaison between students and their tutors.
- Answered phone calls and assisted with other office duties.

(Original resume published by Montgomery College Ackerman Learning Center)