

# *Branding Yourself: How to Create a Professional Portfolio”*

Includes tools for capturing and tracking your professional accomplishments and  
Federal resume writing and interviewing tips!

*By Kimberly Castillo*

USAID Hispanic Employment Program Manager & Development Diplomat in Residence  
Senior Advisor, National Council of Hispanic Employment Program Managers

**TRAINING TAKE-AWAYS!**

# **Branding Yourself!**

**Interviewing  
Techniques**

**Federal  
Resume  
Writing**

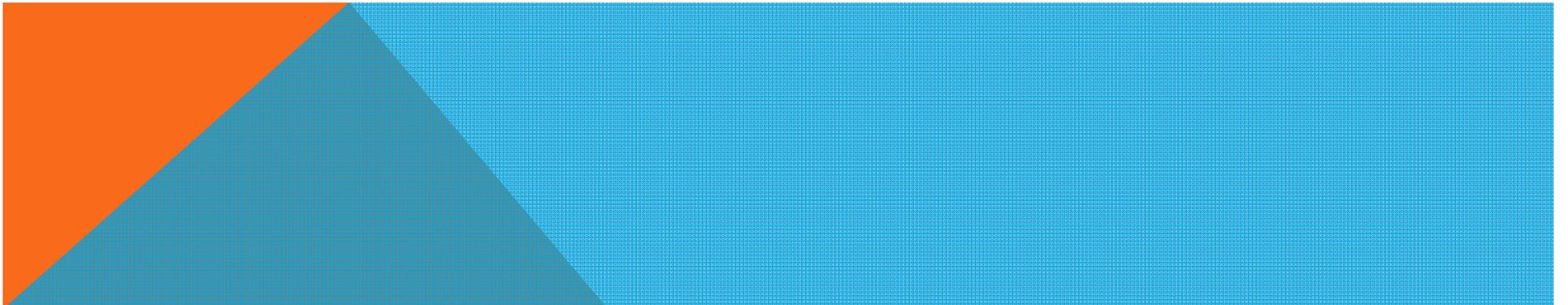
**Professional  
Portfolio**

**Track Your  
Accom-  
plishments**

**Reward  
Yourself!**

**Preparation is Key!**

# INTERVIEW PREPARATION



# Interactive Activity

Imagine you are a supervisor conducting an interview. Without considering the technical aspects of the job, what might be some of the fundamental factors you would like to see in an applicant? (i.e. qualities, knowledge, skills, and abilities- KSA)

1) \_\_\_\_\_

4) \_\_\_\_\_

2) \_\_\_\_\_

5) \_\_\_\_\_

3) \_\_\_\_\_

6) \_\_\_\_\_



# Examples of Qualities & KSAs!

- ✓ Reliable – Timely
- ✓ Leadership – Teamwork
- ✓ Communication Skills – Professional
- ✓ Provides Solutions – Result Driven
- ✓ Self Motivator – Initiator



# Sample of Applicant Rating Matrix



## Ratings

On a scale of 1-5 (1=poor, 5=excellent, and n/a=not applicable), rate the applicant on the following skills:

Job Experience	1	2	3	4	5	n/a
Experience relevant to position	<input type="radio"/>	<input checked="" type="radio"/>				
Quality of work	<input type="radio"/>	<input checked="" type="radio"/>				
Career goals fit position	<input type="radio"/>	<input checked="" type="radio"/>				
Motivation and enthusiasm	<input type="radio"/>	<input checked="" type="radio"/>				
Problem solving skills	<input type="radio"/>	<input checked="" type="radio"/>				
<b>Average rating</b>						

Reference: <http://office.microsoft.com/en-us/templates/results.aspx?qu=rating#ai:TC001078507>



# BEHAVIORAL QUESTIONS

Table 2: Example of a Behavioral Interview Question and Rating Scale

<b>Competency: Interpersonal Skills</b>		
<b>Definition:</b> Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.		
<b>Question:</b> Describe a situation in which you had to deal with individuals who were difficult, hostile, or distressed. Who was involved? What specific actions did you take and what was the result?		
Proficiency Level	Definition	Question-Specific Behavioral Examples
<b>Level 5 Expert</b>	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations.</li> <li>Serves as a key resource and advises others.</li> </ul>	<ul style="list-style-type: none"> <li>Presents shortcomings of a newly installed HR automation system in a tactful manner to irate senior management officials.</li> <li>Explains the benefits of controversial policy changes to a group of upset individuals at a public hearing.</li> <li>Diffuses an emotionally charged meeting with external stakeholders by expressing empathy for their concerns.</li> </ul>
<b>Level 4 Advanced</b>	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations.</li> <li>Generally requires little or no guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitates an open forum to discuss employee concerns about a new compensation system.</li> <li>Builds on the ideas of others to foster cooperation during bargaining agreement negotiations.</li> <li>Identifies and emphasizes common goals to promote cooperation between HR and line staff.</li> <li>Identifies and alleviates sources of stress among a team developing a new automated HR system.</li> </ul>
<b>Level 3 Intermediate</b>	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations.</li> <li>Requires occasional guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Restores a working relationship between angry co-workers who have opposing views.</li> <li>Remains courteous and tactful when confronted by an employee who is frustrated by a payroll problem.</li> <li>Establishes cooperative working relationships with managers, so they are comfortable asking for advice on HR issues.</li> </ul>
<b>Level 2 Basic</b>	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations.</li> <li>Requires frequent guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Offers to assist employees in resolving problems with their benefits election.</li> <li>Works with other HR staff on a cross-functional team to improve coordination of activities.</li> <li>Works with others to minimize disruptions to an employee working under tight deadlines.</li> </ul>
<b>Level 1 Awareness</b>	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations.</li> <li>Requires close and extensive guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Refers employees to the appropriate staff member to resolve their issues.</li> <li>Works with others in the HR office to organize information for employee intervention sessions on controversial issues.</li> <li>Works with others to obtain employee concerns about controversial policy changes.</li> </ul>

# SITUATIONAL QUESTIONS

Table 3: Example of a Situational Interview Question and Rating Scale

Job Task	Competency	Interview Question	Proficiency Level & Representative Response
<i>Performs investigative work to obtain information, gather evidence, or verify facts.</i>	<b>Integrity/ Honesty:</b> Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact violating these standards would have on an organization, self, and others; is trustworthy.	You are investigating a group of auto dealership managers suspected of money-laundering activities. During the course of an interview with one suspect, the suspect offers to help you buy a car at a price you know is well below market value. What would you do?	<p><b>Unsatisfactory:</b> Accept the offer.</p> <p><b>Satisfactory:</b> Say no to the offer and continue the investigation; document the incident in your report.</p> <p><b>Superior:</b> Probe the dealership managers to determine how they are able to offer a car at such a reduced price; attempt to get contact information of others involved; say no to the offer; and document the details of the incident.</p>

# USE THE “STAR” TECHNIQUE TO ANSWER BEHAVIORAL QUESTIONS

**EFFECTIVE STORY TELLING:** direct, logical, meaningful and personalized



Do not think of new details as you answer. SAY what you had planned for & END

<http://www.RightAttitudes.ca>

WHY?  
WHEN?

WHY?

HOW?

RESULTS!

# SAMPLE INTERVIEW QUESTIONS FOR THE PANEL

1. Could you describe to me your management style and the type of employee that works well with you?
2. What are your major concerns that need to be immediately addressed in this job? -OR- If hired, what would be the number one priority for the position?
3. What is your company's policy on providing seminars, workshops and training so employees can develop their skills?
4. Are there any restraints or cutbacks planned that would decrease the budget or may impact the work/program?
5. What does success look like for this position/program?
6. By what date do you intend to make a decision?
7. Are there any challenges within the department that you are working on improving?"
8. What types of people seem to excel here?
9. Can you give me an idea of the typical workload and extra hours or special needs it demands?
10. Can you describe the atmosphere of the office?



GET THE RESUME  
THAT GETS YOU THE JOB.

August 17, 2018

## RESUME QUESTIONS

- 1) Should you limit your resume to one page?
- 2) Can I repeat the content that is on my resume onto my USAJOBS online application?
- 3) How many resumes should you have?

## RESUMES TIPS

- 1) Considerations for responding to the occupational questionnaire
- 2) Highlight relevant experiences the employer seeks for (i.e. format- Chronological or functional, text- bold or underline)
- 3) Provide quantitative information

August 17, 2018

# EXPERIENCE

✓ Amount of Experience:

**“Managed an 8 person team over 15 years...”**

✓ Level of Experience:

**“Routinely advised and briefed organizational senior executives on...”**

August 17, 2018

# ACCOMPLISHMENTS



- Who was impacted?
- How significant was the impact?
- What were the cost \$avings?
- Did you exceed deadlines?
- Did you receive awards or recognitions?
- What changed/improved?

August 17, 2018

## LANGUAGE MATTERS

### Before:

“Responsible for planning, executing and coordinating special operations mountain and desert training. Served as a primary instructor for all new Soldiers in training.”

### After:

“Developed and executed numerous sensitive and realistic training courses for nearly 1,500 personnel annually. Rated as the number one instructor over 20 peers on the last annual performance reports.”

August 17, 2018



Words you can use  
to better describe  
your skill sets!

## STRONG ACTION VERBS

COMMUNICATION/PEOPLE SKILLS			MANAGEMENT/LEADERSHIP SKILLS			ORGANIZATIONAL SKILLS		
Accounted	Corresponded	Marketed	Administered	Established	Originated	Approved	Monitored	Supplied
Addresses	Counseled	Mediated	Analyzed	Executed	Overhauled	Arranged	Obtained	Standardized
Advertised	Debated	Moderated	Appointed	Generated	Oversaw	Catalogued	Operated	Systematized
Advised	Defined	Negotiated	Approved	Handled	Planned	Categorized	Ordered	Updated
Arbitrated	Demonstrated	Observed	Assigned	Headed	Presided	Charted	Organized	Validated
Articulated	Described	Outlined	Attained	Hired	Prioritized	Classified	Prepared	Verified
Assisted	Developed	Participated	Authorized	Hosted	Produced	Coded	Processed	
Authored	Directed	Persuaded	Chaired	Improved	Recommended	Collected	Provided	
Clarified	Disciplined	Presented	Considered	Incorporated	Reorganized	Corrected	Purchased	
Coached	Incorporated	Promoted	Consolidated	Increased	Replaced	Corresponded	Recorded	
Collaborated	Influenced	Proposed	Contracted	Initiated	Restored	Distributed	Registered	
Communicated	Interacted	Publicized	Controlled	Inspected	Reviewed	Executed	Reserved	
Composed	Interpreted	Reconciled	Converted	Instituted	Scheduled	Filed	Responded	
Condensed	Interviewed	Recruited	Coordinated	Led	Secured	Generated	Reviewed	
Conferred	Involved	Referred	Decided	Managed	Selected	Implemented	Routed	
Consulted	Joined	Reinforced	Eliminated	Merged	Streamlined	Incorporated	Scheduled	
Contacted	Judged	Reported	Emphasized	Motivated	Strengthened	Inspected	Screened	
Conveyed	Lectured	Resolved	Enforced	Navigated	Supervised	Logged	Set Up	
Convinced	Listened	Responded	Enhanced	Organized	Terminated	Maintained	Submitted	

HELPING SKILLS		CREATIVE SKILLS		DATA/FINANCIAL SKILLS			RESEARCH SKILLS	
Adapted	Expedited	Acted	Founded	Accounted	Corrected	Reconciled	Analyzed	Invented
Advocated	Facilitated	Adapted	Illustrated	Administered	Determined	Reduced	Clarified	Investigated
Aided	Familiarized	Began	Initiated	Adjusted	Developed	Researched	Collected	Located
Answered	Furthered	Combined	Instituted	Allocated	Entered	Retrieved	Compared	Measured
Arranged	Guided	Composed	Integrated	Analyzed	Estimated	Summarized	Conducted	Organized
Assessed	Helped	Conceptualized	Introduced	Appraised	Filed	Tabulated	Critiqued	Researched
Assisted	Insured	Condensed	Invented	Articulated	Financed	Transmitted	Detected	Reviewed
Cared for	Intervened	Created	Modeled	Assessed	Forecasted	Typed	Determined	Searched
Clarified	Motivated	Customized	Originated	Audited	Logged		Diagnosed	Solved
Coached	Prevented	Designed	Performed	Authored	Managed		Evaluated	Summarized
Collaborated	Provided	Developed	Photographed	Balanced	Marketed		Examined	Surveyed
Contributed	Referred	Directed	Planned	Budgeted	Measured		Experimented	Systematized
Cooperated	Rehabilitated	Displayed	Revised	Calculated	Netted		Explored	Tested
Counseled	Represented	Drew	Revitalized	Chartered	Planned		Extracted	
Demonstrated	Resolved	Entertained	Shaped	Classified	Prepared		Formulated	
Diagnosed	Simplified	Established	Solved	Compared	Programmed		Gathered	
Educated	Supplied	Fashioned		Computed	Projected		Identified	
Encouraged	Supported	Formulated		Conserved	Published		Inspected	
Ensured	Volunteered			Consolidated	Qualified		Interviewed	

TEACHING SKILLS				TECHNICAL SKILLS			
Adapted	Developed	Individualized	Taught	Adapted	Debugged	Operated	Restored
Advised	Enabled	Informed	Tested	Applied	Designed	Overhauled	Solved
Clarified	Encouraged	Instilled	Trained	Assembled	Determined	Printed	Specialized
Coached	Evaluated	Instructed	Transmitted	Built	Developed	Programmed	Standardized
Communicated	Explained	Motivated	Tutored	Calculated	Engineered	Rectified	Studied
Conducted	Facilitated	Persuaded		Compared	Fabricated	Regulated	Upgraded
Coordinated	Focused	Simulated		Conserved	Fortified	Remodeled	Utilized
Critiqued	Guided	Stimulated		Constructed	Installed	Repaired	
				Converted	Maintained	Replaced	

August 17, 2018

NTSB Diversity DARE Branding



NTSB Diversity DARE tangible demonstration



Diversity DARE Engagement Video



**Fara Denise Guest**

CREATIVE BRAND DEVELOPER & HUMAN RESOURCE PROBLEM SOLVER

EEO, Diversity and Inclusion Director  
NTSB

490 L'Enfant Plaza  
Washington, DC 20594  
United States

w: 202-314-6190  
h: 301-863-8979  
m: 240-405-8081

guestfdg@gmail.com

www.linkedin.com/pub/fara-guest/35/494/322  
http://www.nts.gov/about/office\_eeo.html

**Summary**

Driven and hard working human resource professional with over 28 years of direct hand on experience in equal employment opportunity, diversity and inclusion and human resource management. Well rounded diverse experience with indepth practical knowledge and experience in results oriented change management and diversification. Proven ability to develop positive working relationships with subordinate staff, co-workers, affinity groups, the local community, intenational universities, and federal agency stakeholders. Exceptional interpersonal, analytical and problem solving skills.

**Areas of expertise include:**

- Cross Cultural Communication
- Relationship Cultivation
- Mediation/Conflict Resolution
- Human Resource Management
- Mentoring, Coaching and Communication
- Program and Initiative development
- Promoting Organizational Change
- Team Leadership & Motivation
- Problem Solving
- Generational Differences
- Professional Branding/Career Development
- Employee Engagement
- Targeted recruitment/outreach
- Management, Supervision and Employee Development

**Work History**

**National Transportation Safety Board (NTSB)**

Washington, DC, United States

Dec 2000 - Present

**Equal Employment Opportunity Diversity and Inclusion Director**

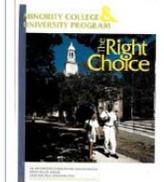
Provides expert technical advice on EEO and Diversity and Inclusion development to the NTSB Chairman and senior management. Established proactive policies and customized educational training programs to ensure inclusion, fairness, and non-discrimination in the delivery and management of NTSB's human resources services for over 400 Federal employees. Manages the Federal EEO complaint program from intake to final adjudication. Collaborates and leverages resources with various external Federal partners to design and implement interactive employee engagement activities. Develops education and branding tools that permanently integrated EEO, Diversity, and Inclusion within the NTSB organizational culture.

- Developed and Implemented diversity and inclusion Strategic Plan to create and enhance cultural awareness and encourage workforce skill development and utilization.

**Student Intern Program Manager**



**Minority Recruitment Program Manager**



**Career Development Center Management**



**Education**

Morgan State University

Frederick, MD, United States

Sep 1979 - May 1983

Bachelor of Arts, Business Administration

**Certifications**

Civil Treatment Training (Employment Learning Institute (ELI))

Civil Treatment for Managers (CTM) Government training gives supervisors the skills they need to manage and fairly and legally in today's changing workplace. ELI takes complex legal standards and translates them into simple guidelines for professional behavior.

Certified Mediator (Atlanta Justice Center)

**Skills**

Human Resource Management

(Rockstar)

10+ Years Experience, (Currently in use)

- Design and development of Equal Employment Opportunity policies and procedures.
- Design and development of customized Diversity Development Programs.
- Implementation of effective Targeted Recruitment Strategies and techniques.
- Development and delivery of high quality EEO Training & Educational programs.
- 15+ years providing substantive EEO complaints policies and program guidance.
- 10+ years experience procuring and evaluating formal investigations into EEO complaints of alleged discrimination.
- 10 years experience issuing Final Agency Decisions and Final Agency Orders.
- 15+ years ensuring equal opportunity and non-discrimination in internal personnel management in the delivery and management of timely EEO program services.
- 10+ years maintaining positive federal inter-agency relationships to leverage program resources.
- 13+ years supervising EEO Specialists, Outreach Program Managers, EEO Assistants and Collateral Duty EEO Counselors and Special Emphasis Program Managers.

**Objective**

Seeking a professional management position in EEO, Diversity and Inclusion that would challenge and enhance my demonstrated ability to create positive long term organizational change with measured productivity and results.

**Interests**

Young Ad

**References**

**Chester Fisher (Professional)**

Human Resource Professional  
NTSB  
201-314-6083  
fisher.chester@nts.gov

**Pamela Mckenzie (Peer)**

Legal Supervisor  
NTSB  
202-314-6153  
mckenziep@nts.gov

Motivational Spiritual Counseling

Custom Porcelian Doll Making

Family Geneology and Research

Stone Walkway builder and ceramic

Custom workshop developer/presen  
virtual internet reseacher

This next-generation resume was cre



# The Goal - To Stand Out!



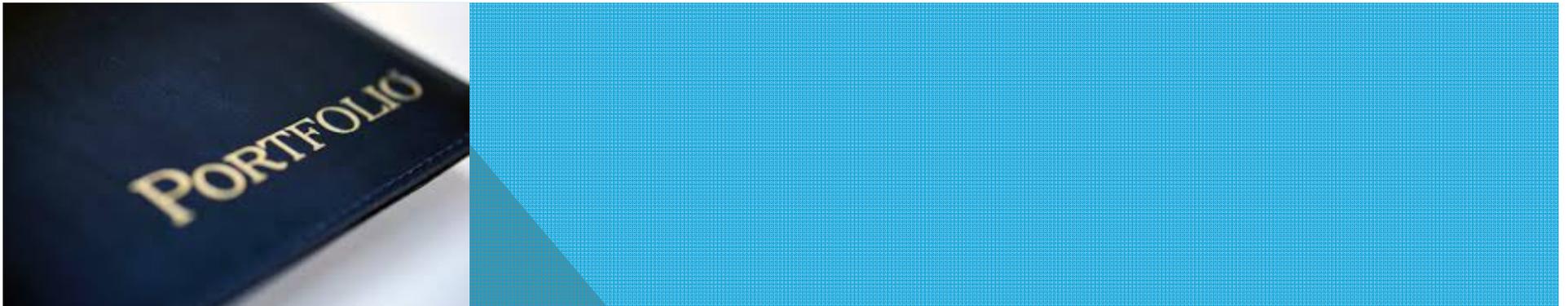
Portfolio

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# WHAT IS A PROFESSIONAL PORTFOLIO?

*“A professional portfolio is a customized and tailored collection of materials that reflects an individuals’ professionalism, quality of work, knowledge, skills, abilities, creativity, and is presented in a professional format to make a dynamic impression.”*

*- Kimberly Castillo*



# Individual Activity

Take a few minutes to self reflect on your accomplishments and strengths. List each thought underneath the corresponding categories. You may create your own categories.

1) **Education/Training**

•  
•  
•

2) **Project Mgmt**

•  
•  
•

3) **Financial Mgmt**

•  
•  
•

4) **Affiliations**

•  
•  
•

5) **Computer Skills**

•  
•  
•

6) **Awards/Recognition**

•  
•  
•



# Developing a Portfolio

## Tab 1 (Relevant Experience)

- **Cover Letter**  
(Summary of Qualifications)
- **Resume**
- **Bio**

## Tab 2 (Credentials)

- **Training**
- **Certifications**
- **Edu. Acceptance Ltr.**
- **Edu. Transcripts**



# Developing a Portfolio

## Tab 3 (Skills)

- **Writing Samples**
  - Memos; SOPs
- **Publications**
  - Articles; Flyers
- **Spreadsheets**

## Tab 4 (Project Mgmt.)

- **Projects**
  - PPT
  - Reports
  - Pictures
- **Networks**
  - Business Cards

## Tab 5 (Outcomes)

- **Awards**
- **Recognition**
  - (e-mail, letters, Thank You Cards)
- **GEM**
  - (going the extra mile)
- **Performance Evaluations**



# Developing a Portfolio

## Executive Core Qualifications (ECQs)

Tab 1  
"Profile"  
Resume

Tab 2  
"Leading  
Change"

Tab 3  
"Leading  
People"

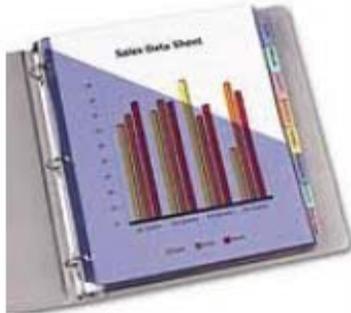
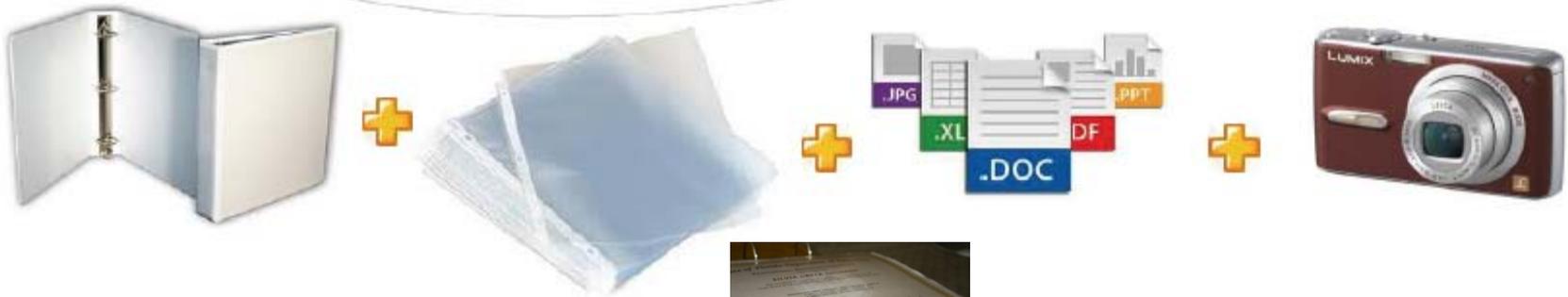
Tab 4  
"Result  
Driven"

Tab 5  
"Business  
Acumen"

Tab 6  
"Building  
Coalitions"



# Tool Kit!



Reference: Google Images



# The Goal!



**SHOWCASE YOUR ACCOMPLISHMENTS**

**Describe The Impact**

*Put Your Best Foot Forward*

Reference: Female image is a Google image



**“As a member of the FAA Mentor Program, I had the pleasure of attending the Professional Portfolio Workshop. After an awesome presentation, I walked away with the tools that would help me to better present who I am as a career professional. Soon after the workshop, I was scheduled for my annual performance evaluation. I used my portfolio during my review, and along with my work product, I successfully received a promotion to the next grade level. I believe that the professional portfolio allows you to visually brand and clearly speak to your work.”**



**LaKeshia Bankston-Glover**

**Program Management Analyst  
Federal Aviation Administration, 2011**



# Benefits of a Prof. Portfolio!

## ***Competitive Advantage!***

- ✓ **Job Interviews!**
- ✓ **Performance Evaluations!**
- ✓ **Promotions/Bonus!**



# TRACKING YOUR ACCOMPLISHMENTS

## FY 20XX Performance Appraisal Accomplishments

Name: \_\_\_\_\_  
 Organization Code: \_\_\_\_\_  
 Location: \_\_\_\_\_

The following template allows employees to voluntarily document their performance accomplishments during the FY 20XX performance appraisal cycle (October 1, 20XX through September 30, 20XX). Please ensure that your performance accomplishments are identified with the critical element and standards associated with each (see *Samples*\*). Rows may be added to include additional accomplishments under each critical element.

\* *Sample* accomplishments are to be used as an **example only**. Be sure to remove each *sample* accomplishment before submitting to your Rating Official.

**Critical Element #1:** *(Insert critical element from your FYXX performance plan)*

Project/Purpose	My Contribution	Result	Impact on Agency/Organization
<i>Company cell phones</i>	<i>Researching and comparing plans, providers, and equipment; Coordination with external providers and other internal organizations</i>	<i>Researched, presented, and, with Executive Leadership approval, coordinated with the Office of Contracting Services to secure the most suitable and cost-effective phones and service plans resulting in a 12% reduction in cell service costs, improved reception, and enhanced phone features.</i>	<i>Due to the cost savings associated with the new service plan, NARA was able to reduce the total number of furlough days from 4 to 3 in FY13 and minimized the impact of possible future FY federal budget cuts. The service plan also ensures that NARA has a fixed rate for cell service through FY17 with an option year in 2015 if the average market price more than 10% less than the fixed rate.</i>

Kimberly Castillo's FY-2010 Contributions to the FAA!

As the FAA National Hispanic Employment Program Manager, I have executed many outreach efforts, internal and external, to help increase FAA's participation rate of Hispanics and other minority groups.

Such collaborative efforts include:

- *(Initiative)* **Trained** the PWDPM and the ACR-7 Secretary on how to effectively deliver short briefings about the services provided by ACR to new hires at the bi-weekly New Employee Orientations.
- *(Initiative)* **Established a partnership with AHR and the Graduate School** to organize a information session for FAA employees on the Executive Leadership Program, a leadership developmental program. On June 30, 2010, over 45 employees attended the event. Employees demonstrated a great amount of interest in the topic and gathered information to apply for the program. In FY-10, Fourteen (14) FAA employees were accepted into the program in the second cohort compared to eight (8) in the first cohort. The program targeted employees in Pay Bands G/H/I, equivalent to GS 9-13.
- *(Initiative)* **Established a partnership** with the National Hispanic Coalition of Federal Aviation Employees (NHCFAE), Capital Chapter, and AHR, sponsor a Lunch and Learn Financial Seminar titled "Navigating Storming Seas: How to Handle Volatile Markets". Twenty-one (21) employees attended. The seminar was hosted by the Federal Credit Union.
- *(Initiative)* Volunteered to assist in the set-up and delivery of the Aviation Career Education (ACE) Camp graduation! Received a certificate of appreciation for my "exemplary **leadership and dedication** to our future generation aviators during the ACE Camp" on August 6, 2010.
- *(Initiative)* **Co-designed and co-presented** a workshop with Sara Clemente, from the Department of Labor, to Federal employees attending the IMAGE Conference. Received a certificate of appreciation for my "outstanding presentation on Best Practices in Recruiting and Retaining Hispanics for and in the Federal Civilian Civil Service, at the Region III, National IMAGE, Inc. Leadership training Conference in Arlington, Virginia." Also **featured in the IMAGE Newsletter**, December 2009 Issue #12 as a FAA presenter.
- Received a certificate of appreciation on August 17, 2010, in recognition of my "outstanding performance and commitment" "with sincerest thanks for volunteering your services in the **FAA National Mentoring Program**."
- *Invited by FAA National Mentorship Program* – **Delivered a motivational speech** at the FAA National Mentorship Program. Shared lessons learned and career guidance

# Benefits of a Prof. Portfolio!

**Plus...**

- ✓ **Informational Interviews!**
  - ✓ **Academic Admissions!**
  - ✓ **Scholarship Application!**
  - ✓ **Individual Development Plan!**
-

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-

# When should you offer to present your Professional Portfolio?



Reference: Google Images



# Share Your Thoughts!



*Kimberly Castillo*  
USAID, HR Specialist  
Kcastillo@usaid.gov

*“Perception, in some people’s minds, is absolute reality.”*

*By Jerry Lutz*

