

OUTPLACEMENT



Ames Human Resources Department



TABLE OF CONTENTS

- OUTPLACEMENT WORKBOOK 1**
 - Purpose.....1
 - Objectives.....1
 - Steps1

- SETTING DIRECTION..... 2**
 - Self-Assessment2
 - Overview.....2
 - Understanding Yourself2
 - Ideal Job Definition3
 - Inventory of Accomplishments3
 - Deciding on Your Goals4
 - Family Assessment5
 - Financial Assessment.....5

- WRITTEN COMMUNICATIONS 6**
 - Resume Writing.....6
 - Resume Structure.....6
 - Resume Strengths7
 - Resume Mistakes7
 - Cover Letter Writing.....8
 - Overview.....8
 - Purpose8
 - Writing Good Cover Letters.....8
 - Getting Attention9
 - Whether to Include Salary Information10
 - Types of Cover Letters.....10
 - Applications.....10

- VERBAL COMMUNICATIONS 11**
 - Networking.....11
 - Steps11
 - Tips.....11
 - Why Meet in Person?.....12
 - Questions to Ask.....12
 - Telephone13
 - Overall Tips13
 - Outgoing Calls13
 - Leaving a Message.....14
 - Incoming Calls14

JOB SEARCH METHODS	15
Classified Ads.....	15
Screening Ads	15
Success with Ads.....	16
Employment Agencies	16
Using	16
Tips.....	16
Executive Search Firms.....	17
Using	17
Two Types	17
Internet.....	18
Why use?.....	18
Internet as a Tool.....	18
Before you start	19
Internet Resumes and Tips.....	19
Internet Web Sites	19
Tips for Searching.....	19
Pros and Cons of Online Job Listings	20
RESEARCH	21
The Value of Research	21
Targeting Companies.....	21
Job Sources.....	21
Finding Hidden Jobs	21
Reasons for New Jobs.....	22
Examples of Sources.....	22
Overlooked Job Sources.....	24
Books	24
PLANNING and ORGANIZING	25
Planning Your Time	25
Percent of Time	25
Calendar	25
Scheduling Your Activities.....	25
Organizing Your Records	26
Suggestions.....	26
Keeping Good Records.....	27
Building Your Willpower	27
INTERVIEWING	28
Four Phases	28
Interview Preparation	28
Interview Pointers.....	28
Interviewing Etiquette.....	30

Securing Vital Information	30
Scheduling the Interview	31
Common Mistakes	31
Top Mistakes	31
Reasons for not offering jobs to applicants	32
Informational Interviews	33
2 Minute Commercial	33
Types of Questions	34
Post-Interview Procedures	34
Compensation, Handling the Salary Question	35
References	36
Selecting References	36
Reference Letter	37
Reference List	37
Contacting References	37
JOB OFFERS	38
Negotiating	38
Items to be Negotiated	38
Tips	38
Evaluating Job Offers	39
Criteria for Evaluation	39
Deciding on Job Offers	41
More than One Offer	41
Receiving an Offer	41
Accepting an Offer	41
Rejecting the Offer	41
KEYS TO SUCCESS	42
Do's	42
Don'ts	42
Setting Expectations	42
Job Hunting Errors	43
Periodic Reflection	44
THE NEW JOB	44
Teaming with your New Manager	44
Informal Power Networks	44
Communication Patterns	44
Feedback Networks	45
Self Assessment in New Job	45



Keys to Career Success 45
 Plan for Success 46
 Market Yourself Internally 46

SUMMARY **47**
 Successful Job Hunters 47



OUTPLACEMENT WORKBOOK

Purpose

This workbook was designed to assist you as you begin to plan for your career search. We understand this is a challenging time of transition and the workbook is designed to help you to plan next steps and decide what actions are right for you. Information and resources contained in this workbook will help you conduct an effective job search.

Job hunting is not a skill you engage on a frequent basis. Therefore, your proficiency is not likely to be at the highest level. Success in this endeavor requires a degree of expertise and effort. This workbook will help you build the needed job searching skills to be successful. While no one has all the answers, the correct use of this information can provide you with a competitive edge in conducting a job search.

Objectives

- Begin to prepare and organize yourself for a job search
- Draft your resume using samples
- Understand many important and helpful resources available to you
- Understand how the internet can help your search
- Learn about useful tips on interviewing

Steps

This workbook will help you build your knowledge of the job search process, organize your ideas, and provide a foundation for a successful job search. The workbook is organized into 11 main topics:

1. Setting Direction	7. Interviewing
2. Written Communications	8. Job Offers
3. Verbal Communications	9. Keys to Success
4. Job Search Methods	10. The New Job
5. Research	11. Summary
6. Planning and Organizing	

“The secret of selling yourself is to have a product you truly believe in.”
Author Unknown.

SETTING DIRECTION

Self-Assessment

Overview

Although this introspective process demands courage and, at times, painful honesty, the end result will be well worth the effort. By defining yourself, perhaps for the very first time, you will begin to develop a clearer understanding of your personal needs. Through this process, you'll identify the challenges necessary to give you satisfaction, as well as the work environment that best supports your needs. Each of us has internal, as well as external needs, and the right job must satisfy both.

The purposes for self-assessment include...

- Reviewing your current situation, past experience, personal needs, and financial situation.
- Deciding what aspects of past work have given you satisfaction
- Becoming knowledgeable about your accomplishments, skills, and experience.

How much emphasis should you place on self-assessment? That depends. Do you know exactly what you want to do? Have you analyzed your strengths and skills? Have you developed a clear sense of what you need to be happy and fulfilled at work? Do you know what skills can be transferred to a new job or career? Have you defined the ideal work environment that matches your requirements? If so, your time spent on self-assessment will be less than others.

Understanding Yourself

Understanding your strengths and weaknesses is critical to packaging yourself for prospective employers. The better you know yourself, the better you will be able to communicate clearly and concisely your interests and strengths. See the SELF CHECKLIST WORKSHEET and the SELF ASSESSMENT WORKSHEET.

Skills may be divided into three basic types:

1. Functional: Skills related to (or acquired within) various organizational functions/units.

Warehousing	Distribution management
Banking and Finance	Manufacturing
Marketing	EDP/MIS operations
Personnel	Health and Education
2. Technical: Skills acquired through specialized education or work experience.

Arithmetic skills	Manual skills
Secretarial skills	System skills
Writing skills	
3. Administrative/Managerial: Skills which facilitate and enhance administrative processes.

Directing	Analyzing
Innovating and creating	Leading
Delegating	Controlling
Organizing	Problem-solving
Planning	

Many people are either too general or too narrow when selling their skills to a prospective employer.

Ideal Job Definition

After completing the SELF ASSESSMENT WORKSHEETS, you should have a better understanding of yourself, your interests, and your strengths. Use this information to compile your ideal job. Be creative and open. This exercise will help you understand what qualities in a job are most important to you so that you can look for these traits in prospective companies. SEE the IDEAL JOB WORKSHEET.

Inventory of Accomplishments

A business is successful to the degree that its employees accomplish a multitude of tasks. Accordingly, people are brought into an organization in the belief that they will make a positive contribution to the business by accomplishing tasks, solving problems, and meeting their responsibilities.

In the past, you have accomplished many things that were of value to your employer. The first crucial step in creating a successful job search is to inventory your job accomplishments. The list you compile should encompass your total career and employment history. Although it's important to include some from each of your past jobs, the majority should come from your more recent positions. You may also include some from your personal life, if you consider them important in defining who you are. Ideally, your final list should total 15 to 20, or no less than 10 to 12 achievements that clearly reveal all aspects of your ability.

Your list of accomplishments will, eventually, play a vital role in your job-search campaign. It will also provide you with a clearer understanding of the areas in which you possess ability and cause you to view the results of your work efforts in terms of *contributions*, *impact*, and *skills*, rather than job titles and descriptions.

A person is hired when the prospective employer becomes convinced that:

- The candidate has skills that will help solve problems and get work done.
- The candidate will be pleasant to work with.

Each working person has acquired an appreciable number of skills, usually many more than they first realize. Accomplishments are a good indication of skills. Thus, you should be able to list one to three accomplishments for every skill. Once you've listed your accomplishments, all you need to do is look over the list and identify the predominant skills required for each.

Guidelines

As you construct your list of accomplishments and responsibilities, follow these guidelines.

- Be brief and crisp in your statements. Avoid being too general such as claiming to improve morale, reduce costs, increase efficiency. Generalizations are rarely convincing to prospective employers. Your goal is to distinguish yourself by citing *accomplishments* and *measurable impact* to those who explore your background or experience.
- Specify the result or impact upon the organization and illustrate your contributions to the company. Whenever possible, *include measurement in quantifiable terms*. Your statements should contain...
 - A challenge or problem
 - The steps you took to overcome the challenge or resolve the problem
 - The results.
- Consider an activity to be an accomplishment if any of the following are satisfied...
 - Your performance exceeded past performance
 - Equal results were achieved with less resources



- Things were made easier, simpler, or done more quickly
- Something new was achieved

Wording Ideas

- Improved quality
- Reduced costs
- Improved employee relations
- Reduced time of operations
- Established an administrative process
- Overcame an overlooked problem
- Handled an emergency situation or crisis
- Increased sales
- Increased profits
- Improved productivity and team work
- Achieved a technological process
- Planned a program from scratch
- Carried through a complex plan or process
- Received awards or commendations for your contributions

Samples of Accomplishment Statements

- Assisted in establishing overtime reporting system, which consolidated three systems into one.
- Prepared and entered payroll information, verified and transmitted data.
- Calculated hourly employees' time cards for weekly payroll.
- Operated a double die punch press, which cut scrap 15%.
- Conducted studies and negotiated contracts with outside vendors for office equipment.
- Trained new employees in customer service, secretarial and telephone procedures.
- Initiated procedures to increase production by 10% by reducing turnaround time from 5 to 4 days.
- Processed vendor and freight invoices for monthly payment.
- Obtained bids and contracts from outside service companies.
- Scheduled 100 employees on rotating shifts to better accommodate production needs.
- Responsible for packing and shipping \$5000 worth of orders per week.
- Created form letters, reducing the amount of time spent on composing new letters.
- Analyzed statistical reports to discover errors and then developed improved procedures.
- Delegated and supervised secretarial work overload.
- Purchased \$2,000 of office supplies and maintained inventory.
- Conducted studies on duplicating equipment, time-sharing terminals, and telephones, saving \$45,000/year.
- Improved reject rate from 50% to less than 5%.

You should revise the accomplishment statements several times before they are finalized. Then, you must become skilled at recalling each one and applying it appropriately in an interview. See the ACCOMPLISHMENTS STATEMENTS WORKSHEET to help you create your Accomplishment Statements. See the ADJECTIVES/ADVERBS WORKSHEET for a list of helpful words that may capture your thoughts.

Deciding on Your Goals

Most people go through life with only vaguely defined goals and practically no understanding of how to achieve them. Recent studies indicate that as many as seven out of every ten workers are unhappy in their current jobs. This disturbing statistic suggests that most of us give little thought, at least early in our careers, to our inner needs. All too often, we end up in the wrong job simply because it was offered.

*"Reach high, for stars lie hidden in your soul.
Dream deep, for every dream precedes the goal. "*

by Pamela Vaull Starr

In your workbook, you will find worksheets that ask you to project, over a period of ten years, your long and short-range goals. (See the GOALS WORKSHEET) The worksheet asks for goals in four categories: Career, Personal, Financial, and Life-Style. A ten year projection may seem like a difficult task. If you simply cannot imagine planning that far in advance, do the best you can --even if it's only two or three years into the future.

Goals fall into three categories: long-range, medium-range, and short-range. By deciding upon a realistic long range goal, you've created a target, something to shoot for. By creating intermediate goals, you've created a formalized structure, a series of stepping stones, to lead you closer to attaining your long range goal. Keep in mind that adjustments, revisions, changes are expected. By giving your career and life a formalized direction, you've taken charge.

Family Assessment

Families face many stresses in the course of daily life and the additional burden placed by a search for reemployment can be difficult to handle. Here are some tips to deal with common issues.

- Learn to distinguish between things you can change and those things beyond your control
- Recognize that stress is temporary
- Expect that some stress is a part of normal family life without considering yourself a failure
- Work together on solutions to minimize stress
- Remember how you have successfully dealt with stress in the past
- Find solutions to problems rather than blaming someone or something else
- Reward yourself occasionally for a job well done
- Look for alternatives solutions. If plan A doesn't work, try plan B.
- Find help when you are overwhelmed and unable to deal with stress on your own
- Laugh at yourself and with others - keep a good sense of humor
- Reduce stress by walking or participating in exercise or stretching activities
- Avoid overindulgence in food, alcohol, drugs, caffeine, and nicotine
- Share dreams, expectations, and disappointments with your family and/or spouse
- Share the decision-making with your family
- Don't assume you know what your family members are feeling. Ask them
- Learn how to take a "time out" to maintain self control and work toward solutions
- Remember that disagreement is a natural part of any relationship- deal with it constructively
- Keep children and spouse informed on your progress

Financial Assessment

It is normal to have concerns about money when you experience a job loss. The most important aspect of handling financial matters is to keep a level head. Take stock, size up the situation, determine where you stand, and develop a plan. More often than not, there are things you can do to help the situation.

Be as realistic about the situation as possible. Assess your actual income sources (where does the money come from), as well as your potential income resources (where *could* money come from). Find out *exactly where you stand*. Granted, this review of finances might be a little upsetting, but not knowing can be worse. The worksheets in this section will assist you in assessing your financial condition and developing a plan. See IDENTIFYING INCOME SOURCES WORKSHEET and IDENTIFYING EXPENSES WORKSHEET.

Some tips to think about include...

- Understand that spending patterns will need to change temporarily.
- Learn about your severance package including benefits and include them in your planning.
- Write down your bills and expected expenses. Identify the largest bill.
- Contact your creditors. Realize that some creditors may allow you to defer payment until you are re-employed. Contacting them early will give them advance notice.

Keep in mind that many expenses are deductible under current tax law. Carefully track your job search expenses including telephone calls, auto travel to/from interviews, printing, postage, and typing services. See a tax advisor for further information.

WRITTEN COMMUNICATIONS

Resume Writing

Your resume is the most important document in your job search. Potential employers, friends, employment agents, and other people you contact will make the inevitable request, "Send me a copy of your resume." Your resume is the most accepted method of describing your background and obtaining a job interview.

The primary objective of a resume is to arouse or sustain a prospective employer's interest in you. While preparing your resume, it's important that you recognize the difference between "arousing interest" and "telling all." The more detail you include in your resume, the more likely you are to reveal some fact or item which could be used to *exclude* you from a job. An effective resume must project a strong message, one that stimulates the reader to desire further contact. Rather than telling all, you should reveal only what is interesting and relevant to the reader's needs.

To view samples of resumes, access the internet through your favorite search engine and search on the keyword "resume." You will find a wealth of samples to review. Another good search is just "job search". You will find articles, tips, and more samples to give you ideas. If you do not have personal access to the internet, you can utilize the resources of your local library. Many libraries offer public internet access in addition to their more traditional reference material.

Resume Structure

Experts agree that poor resumes are responsible for the failure of many job hunters. Here are several factors that should be included in a solid resume.

- Identification- List your name, address, home telephone number, and e-mail address. No abbreviations.
- Job Objective (optional)- The purpose is to relate your areas of interest and answer the question "What type of position does he (she) want?" It should be short and descriptive, not too broad. The objective should change depending upon the requirements of a position in order to be truly meaningful. Therefore, you should create multiple versions of your resume if you include a job objective.
- Background Summary (optional): List general functions and responsibilities which you have performed during your career that support your employment objective.
- Business Experience .Detail your present and previous positions in reverse chronological order. Mention duties and responsibilities, but *emphasize accomplishments*. Include dates of employment, company name and location, and specific job title. Demonstrate progression and

promotions within an organization, especially if you have been with one employer for a long period of time. Begin thinking about how you provided value to the company and how you can quantify that value.

- **Education** - Indicate your formal education with the highest degree noted first. Include type of degree, date awarded, college name, and course major. Omit high school information if you have a college degree. Note any additional courses and seminars that have been completed that relate to your profession.
- **Professional Affiliations** (optional)- Provide data on any outside activities that have any type of professional affiliation. Report all important offices that were held.
- **Publications** (optional)- Specify any papers, articles, and reports you authored during your business career. This information may be documented on separate pages if the number of publications is extensive.
- **Hobbies/Interest** (optional)- Once again, this data should be limited to activities that have professional value.
- **Miscellaneous Items** (optional)- It can be beneficial to relate other aspects of your background that complement your credentials, such as: language proficiency, speaking engagements, and special awards.

Of all the parts of your resume, the *result-oriented accomplishment statements* are most likely to ignite the reader's interest.

There are several types of resumes but this workbook will focus on the most popular and recognized resume style, the chronological resume. This style simply lists your employment history, beginning with the most recent position and working backward.

Resume Strengths

- Make it easy to read. It's a summary not an autobiography. Use concise, unambiguous statements. Font size of 11 or 12 is most appropriate.
- Keep the overall length relatively short. Depending upon your experience, 1-2 pages is ideal. It is acceptable to go back only 15-20 years. You don't have to list every job on your resume. However, be prepared to explain gaps in history during the interview.
- Stress your past accomplishments and the skills you used to get results. Your accomplishment statements should grab the reader. Present yourself accurately and positively.
- Focus on information that is relevant to your own personal career goals.
- Neatness counts. A poorly structured, badly typed resume gives a poor impression. Spend the extra money to have your resume typed and printed on good paper. Avoid odd-shaped or colored stationery. Use white or beige paper of high quality.

Resume Mistakes

In preparing your resume, you must be aware of the many pitfalls that can result in your elimination from consideration for a particular job. Under most circumstances, **DO NOT** include:

- Age or religious affiliation
- Salary history or requirements
- Reasons for leaving previous positions
- References
- Prior supervisors
- Location preference or travel limitations
- The fact that you are unemployed
- A photograph

- “I”, “me”, “my”, or “we”.
- More than two pages
- High school if you graduated from college.

The key phrase in successfully preparing a resume is “common sense”. Describe your background thoroughly, but be brief and concise. Have someone else review your resume before printing. Expect to write several drafts. Ask yourself whether your resume invites the reader to find out more about you.

Use the RESUME PLANNER WORKSHEET to record the key pieces of information needed for your resume.

Cover Letter Writing

Overview

The cover letter is an important job hunting tool. If accorded some thought and imagination, it can give you an advantage over other applicants and be well worth the effort. Remember that this document is usually your first introduction to a person or organization and could well be your only opportunity to make a first impression that will open the door to an important interview or referral.

Thousands of job hunters review help wanted ads every week and are disappointed when their inquiries fail to produce job interviews. According to human resources professionals, many applicants lose the opportunity to be considered for available positions because of failure to submit an appropriate cover letter when responding to these advertisements. Although most people do include a cover letter with their resume when responding to ads, the key word here is appropriate. Too often, correspondence merely states, in effect, “I saw your ad, I’m looking for a job, and here’s my resume.”

Purpose

Besides introducing yourself and your resume, a good cover letter should always motivate the reader to review the resume and be curious for more information. Advertisers receive hundreds of inquiries so that very little time can be spent in reviewing each response. As a consequence, unless your letter is well-prepared, the answer invariably is “no interest.”

Since the sole objective of responding is to obtain an interview, it is critical that your reply create a favorable impression on the potential employer who receives it. Any job advertised in the print media usually generates many replies. To gain a competitive edge, you should give the same careful thought to composing cover letters as you do to preparing your resume.

One way to measure the effectiveness of a cover letter is to try to put yourself in the position of the recipient, asking “Would this approach be appealing to me as a potential employer?” or “Is this person interesting enough to warrant an interview?” If the answer is “no,” then it is back to the drawing board; if the answer is “yes”, then forward the letter and resume to the hiring company.

Writing Good Cover Letters

To help you write quality letters, this workbook contains sample cover letters. Also included is a COVER LETTERS WORKSHEET. This will help you organize your thoughts for your letters.

Here are some tips to consider...

- Address your letter to the person designated in the ad.
- Tailor a cover letter to answer an ad and specifically address the requirements for the job that are emphasized by the employer. Don't use pre-formatted letters.
- Again, neatness counts. The letter should be neatly typewritten on 8-1/2" x 11" white or ivory bond paper and no longer than one page. Use short sentences in everyday language. Present yourself accurately. Be sure your grammar is correct with no misspelled words.
- Brevity is a necessity, since recruiters do not have the time nor the inclination to wade through pages of a biography.
- Save the best information for the interview—just tell enough in the letter to entice them to want to see you.
- Do not feel compelled to mail your response on the day the ad is run. You may be more attractive to the recruiter as the position gets refined through screening or when the mail is lighter. However, don't delay it so long that decisions will have been made to interview other candidates and your inquiry is given 'hold' status pending the outcome of these interviews.
- If you are unemployed or in the process of leaving an organization, do not bring attention to this situation.
- Use the skills of others to help review your wording and clarity.
- Reflect your knowledge of the company. Do some homework regarding the company before submitting a letter and resume. Know the size, product lines, financial status, and other particular data. The more you know about the company, the better you can tailor your response and indicate the immediate benefits which can result from hiring you.
- Be sure your contact name is accurate. Often directories are out-of-date and a quick phone call to the company operator will confirm names. Envelopes are frequently addressed incorrectly and may not reach the personnel department for several weeks.
- Follow-up after sending a letter.

Getting Attention

Here are some tips that should be helpful in getting an employer's attention:

- Open in a positive, enthusiastic manner. Mention its need, as advertised, and your related area of expertise.
- Indicate how you can help by describing a few significant accomplishments (pointed directly at specifics of advertisement).
- Use terminology or "buzz words" that are included in the ad or pertain to the service or industry involved.
- Call attention to any part of your resume which might reinforce your contention that you are a bonafide candidate for the job.
- Describe why the organization is of interest to you.
- Note a time that is convenient for you to be contacted.
- Close by stating that the letter and resume only touch on your experience and skills and suggest an interview to verify and expand upon your qualifications.

Devise a first sentence that captures the attention or curiosity of the reader. This is where your creativity or knowledge of the company pays off. Don't focus on *your* need for a job, focus on how your skills can help the prospective company. Some creative approaches to introductions include...

- Suggest a business need that you can help with.
- Tell a story incorporating something unusual or interesting.
- Relate your recent experience to a current event.

Keep in mind that these ideas are attention getters but also involve more risk. Understand the company and your reader when deciding the most appropriate wording for each letter.

Whether to Include Salary Information

When it comes to the decision to include present salary or salary history (which is often requested by the advertiser), there is much disagreement among employment experts. You could lose the chance to interview with the firm if your salary is either too high or too low in relation to the advertised job. Similarly, if your salary is competitive, and you do not include it in the cover letter, you might be overlooked in favor of other candidates who do provide the requested data. The majority of experts feel that, if you have considerable experience in your field, your best bet may be to state an objective in terms of salary range. Otherwise, avoid the subject all together. In either case, avoid mentioning specific amounts.

Types of Cover Letters

Your goal is to make your credentials attractive to the recipient to the point that he (she) will want to have a discussion with you or, better yet, an interview. Each type of letter must be tailored to some degree so that the reader does not reach the conclusion that you are not being selective in your job search. That is why the *form letter has such a negative impact*. The reader develops the immediate impression that says 'If this person cannot take the time to send me a personal note when looking for a job, what degree of effort can I expect once he (she) becomes an employee?'

The types of cover letters include...

- The Cold Contact Although this method takes the form of a 'broadcast letter,' it should contain a paragraph indicating that you are aware of the products or services offered by the company and should be directed to a specific person.
- The Referral Letter If you have been recommended to an individual by a mutual friend or acquaintance, customer, respected authority, or other "high impact" contact in the person's world, be sure to mention this relationship in the first sentence of your letter.
- The Executive Search Letter Used for high level salaried correspondence. The operations of executive search firms are confusing to many people. It is imperative that you do not give these recruiters the impression that you want to register with them (as one does an employment agency). Also, the type and level of position in which you have an interest should be specific. These consultants are only retained to find candidates for senior and executive openings.
- The Agency Letter – Used for a broader range of salaries, employment agencies may be contacted as one method of your job search. As you might expect, employment agencies are inundated with resumes and can work with a limited number of candidates. By clarifying job objectives, salary information, location preference, availability dates, and other important details in the initial inquiry, you can save time for both parties and avoid misunderstandings.

TIP: Don't discard your rejection letters. Note the date and name of the person who signed it and file it. You can never be sure when you'll need this information. Perhaps they call back in one month. Perhaps you receive a good contact name from within the company and are able to bypass the HR selection process. In either case, accurate records are important.

See the CORRESPONDENCE LOG for an example of a structure to track your letters and other correspondence.

Applications

In seeking your new position, you will be asked to complete an application form before your interview. Neatness counts so complete the form clearly. First impressions are important. Every company develops its own application form but, for the most part, the forms ask for the same information.

In order to be prepared, have the following with you...

- A completed application form (from that company or another). By having all the needed information handy, you will be able to quickly and completely fill out the form.
- A personal data sheet containing key information such as dates, pay rates, name of references, phone numbers, SSN, Driver's License Number, etc.
- A resume

VERBAL COMMUNICATIONS

Networking

The U.S. Department of Labor reports that 70% of all job openings are not advertised, recruited for, or made known outside of an organization. In other words, 7 out of 10 jobs are secured through the "who do you know" method of job search. Despite the overwhelming statistics favoring the use of networking, many candidates have considerable difficulty in putting it into practice. They do not possess an outgoing nature and are reluctant to make an attempt at this activity. Pride and embarrassment are also factors that must be overcome; the job hunter must learn there is no stigma attached to asking for help.

To begin, start anywhere: business card file, Christmas card list, personal phone book, college friends, professionals (doctors) and group memberships. Remember that most people are willing to help. Don't be afraid to ask for it. The key is to let them know how you believe they can help you. You will discover that those with whom you talk either have been in similar situations or feel that they will be some day. Many will be flattered by your request for their assistance.

Steps

The following steps are needed for effective networking.

1. Prepare your Contact List (Use CONTACT LIST WORKSHEET)
2. Gather information about each contact using the NETWORK CONTACT RECORD WORKSHEET.
3. Send/give resume to each contact with cover letter
4. Follow up within a week of receipt
5. Educate your contacts about where you are in your job search and what you're looking for.
6. Ask for and use referrals
7. Keep them updated on your progress and success
8. Send thank-you's

Tips

Here are some ideas to get started on conducting effective networking meetings and phone calls.

- Try to arrange a face-to-face meeting as it can be more productive than a telephone conversation. Not only will you be more influential in person but you may get to see how that company works if you visit your contact's work site.
- Be positive and aggressive, but not pushy. Indicate that no more than a half hour of their time will be required. By placing a time limit on the discussion, you should dispel any reservations that they might have about an extended meeting. Be flexible and emphasize that you are willing to accommodate their schedule.
- Although it will be obvious that you are looking for work, do not ask for a job during the initial contact. This request can create an awkward situation that works against you, as the person is likely to say, "I have nothing at this time so there is no reason for us to meet."
- During the course of the meeting, it will become apparent if you are the type of individual who meets their needs. If an appropriate opening does exist, it is likely to surface at the time. Let the interviewer provide the lead on this matter.
- Do not feel that you are being a pest. If you are dealing with friends, they will understand—if the reaction to your approach is negative, then don't depend on them. There will be some disappointments, but the end result is usually favorable.
- Continue to stay in touch with your referrals on a regular basis over the entire course of your job search. You cannot expect them to remember your availability and, if they do not hear from you, it will be assumed that you have found a new position.

Why Meet in Person?

There are several reasons why scheduling an appointment is better than a phone conversation.

- If you want another referral, it is presumptuous to expect people to refer you to others without meeting you. You need to be seen as credible and professional.
- Much of communication is non-verbal.
- The amount of help you get is often proportional to the quality of the relationship you develop.
- People remember people and events more if seen in person than over the phone. They will remember what you look like, how you dressed, what you said, etc. Your physical presence speaks volumes.

Questions to Ask

For your networking to be effective, you want to seek suggestions and advice. You wish to have contacts share their information and give you more contacts. This data can be secured by obtaining the answers to a series of questions:

- Do you know anyone in my field who might help me?
- Which agencies/search firms specialize in my discipline?
- What type(s) of positions can utilize my qualifications?
- Are you aware of any companies that are hiring?
- What would you do if you were in my situation?

Most people will want to help you but you must show them how to do so. A few sample instructions can be beneficial:

- "Within your company, could you get the name and telephone number of the MIS manager?"

- “Can you take my resume to Jim Jones in personnel and tell him that you would like to see me considered for the bookkeeping job that he advertised?”
- “Would you arrange an information interview for me with your friend, Janet Burke?”
- “I interviewed with Peter Osborne of XYZ Corporation last week. Will you call him and put in a good word for me?”

For contacts who know you well, consider these ideas...

“I’m beginning a job search and have been giving some thought as to my career goals and my job objectives. I’ve thought of some ideas and would like to share my thoughts with you. When you have some time, I would like to chat. How about xx day and time?”

For contacts who are indirect and you may not have met yet...

“Mr. Jackson, our mutual friend, Dave Smith, referred me to you. Dave and I have been discussing career objectives in view that I’m currently on a job search. In my last job I was a [title] at [company name]. Dave indicated that you are familiar with several companies in my line of work. I was hoping you could spend a few minutes with me to give your thoughts on my job search strategy. Could we spend 20 minutes together next week?”

Telephone

Overall Tips

Again, preparation is key to effective job search phone calls.

- Prepare your agenda with key checkpoints. Define the purpose of your call.
- Prepare what you are going to say, especially your first few sentences. Anticipate what the other party may say.
- Call from a quiet place free of distractions. Tell family members when you are on the phone.
- Stand up when you phone. Standing will give you better breath support and help your vocal pitch, quality, and tone.
- Remember that your objective is to get an interview, not the job yet.
- Keep the call short. Be aware that the other person is busy.
- Try to avoid being interviewed on the phone. You can make the best impression in person.
- Have all relevant facts on hand.
- Remember your goals and objectives of the call.
- Speak in a strong voice with sincerity. Watch your pace and don’t speak too quickly.
- Be prepared to answer the question, “Why are you calling?”
- Recognize that your call is not a high priority for the other person. Be persistent. Try to find out the best time to call back and leave your name each time you call. They may respond just because of curiosity.
- Take a deep breath before you dial. If the call is more challenging, consider calling a friend first or even rehearse your opening lines with your friend.
- Practice, practice, practice. With all these tips to remember, you can see why practice can really help you perform at your peak.

Outgoing Calls

Your phone call may have several objectives. You could be seeking information about their company, role in the company, industry, job position, professional contacts, job openings, and more. First clarify the objectives before you call. SEE TELEPHONE SCRIPTS WORKSHEET.

- Ask if they have a minute to talk. Asking if the time is convenient shows respect and also ensures you get their focused attention.
- If someone has referred you, mention their name.
- Tell them the purpose of your call. You are searching for a job and specify your objectives for the call. Don't ask for a job especially if this is your networking contact. If you are following up on an advertisement or on your resume, reinforce how your skills align with the needs of the company and position.
- If this is an information collecting call, explain first what your interests are and give information about the job position you are seeking. Ask them for their advice, what do they suggest.
- If this is a job seeking call to an employer, briefly discuss a distinctive accomplishment that you feel the company could benefit from.
- If asked for more information about your skills, take the opportunity to ask for a time to meet to discuss how your skills can meet their needs. This is a foot-in-the-door for your interview. Don't be timid. Ask for an interview!
- Ask for a time and date for a brief meeting. If the answer is no, ask about a more convenient time. Be persistent. Ask about other contacts or openings they may know of. Ask for permission to use their name as a referral.
- Don't overstay your welcome. Once you've made the sale, hang up!
- Thank them (verbally and follow-up with written)

Each day, you should set a goal for a certain number of phone calls. Before making "cold calls", send your resume. Then, when you follow up, ask if the person received your resume. However, it is likely that they won't remember the letter or its contents so be quickly prepared to explain the purpose of your call and capture their attention. We recommend preparing a 10 second introduction for these situations.

Leaving a Message

Before you pick up the phone, you should know whether you plan to leave a message. If you do, you should outline what you will say. Include your name and number and suggest that they call you back. If you do not know the person, you may wish to include the reason for your call.

When speaking with an assistant, try to identify a time that is more convenient to call back. For example, "I'm in and out this week and may be difficult to reach. Is there a time more convenient to his schedule when I might call again?" Always be courteous and thank the assistant for their help and suggestions.

Incoming Calls

Again, preparation is key. Always have your notes and files in order. Practice finding names and companies quickly. Do you have the advertisement or job description quickly accessible? What about your resume? Do you know who your contacts at that company are?

The key to seeming organized at any time of the day is to not only have your files in order but be prepared to say "Would you mind giving me one moment?". Then, place them on hold while you gather your materials. Of course, you don't want this to be more than a minute or two. Do not feel

obligated to tell them that you are “getting their file” or “getting a pen”. Keep your response short and quickly locate the necessary items. Also, take a deep breath and smile (literally) to compose yourself and remember to speak positively.

JOB SEARCH METHODS

Classified Ads

Statistics have proven that answering ads is not the most effective way to find a job. On average, five to ten percent of jobs are found through ads.

Most job seekers do not know how to use the Help Wanted Ads in publications that feature excellent opportunities for career growth. Many candidates concentrate solely on those situations that closely fit their backgrounds and qualifications. At the same time, they overlook valuable leads that are easily recognizable if they take the time to scrutinize the ads in detail.

Screening Ads

Surprising results will become evident if you screen the classified sections carefully and classify the ads accordingly:

1. **Ads That Meet Your Qualifications** These leads should be answered immediately. Don't be content to wait indefinitely for an answer. If you have a contact at that particular company, ask him or her to recommend you to personnel and/or the hiring manager.
2. **Ads For Which You Are Under Or Overqualified** Don't screen yourself out because the job doesn't fit exactly. Employers often change their minds regarding experience levels or cannot always find someone to meet their exact requirements.
3. **Large Ads For Other Disciplines** Many large ads seek candidates with technical credentials, yet persons with these backgrounds comprise a relatively small percentage of a company's workforce. Although the emphasis is not in your discipline, it is very likely that there are other openings to support these jobs. Some firms prefer to highlight their critical needs while assuming they can fill non-technical positions more easily at a later time.
4. **Small Ads For Start-Up Firms** Limited budgets in these companies do not allow for larger ads. Jobs are added as the need arises. However, many emerging corporations have manpower plans, and may have scheduled the addition of someone with your discipline in the future. By contacting the firm at an earlier date, you may develop an edge on the competition.
5. **Small Ads For Expanding Companies** When large corporations expand into a new area, there are usually a limited number of transfers. Thereafter, jobs are filled locally once the new management is in place. Such a company will have the financial resources to make adjustments and add good people if they apply for a position before there is a distinct need for them.
6. **Box Number (Blind) Ads**: Employers use these ads when they expect a large response and do not want to create a clerical burden. For reasons of confidence and discretion, this format is often selected for senior level positions and employers will avoid using their name. You may feel that the employer is not legitimate or that your inquiry won't be acknowledged. Although applicants disregard these ads, never lose sight of the fact that ads cost money and employers have limited recruiting budgets. In nearly every instance, the jobs represented in the ads are genuine and companies want to fill them. When candidates disregard these ads, that means less competition for you.

TIP: One way to find out the company name, that may work, is to call the main post office. Ask what station handles the zip code referenced in the ad. Call the station handling that zip code and ask for the PO Box Manager. Explain that the owner of Box ### is asking for a resume and you'd like to know who owns it before you respond. Many times, the person will tell you. Sometimes not, but it's worth a try.

Success with Ads

When responding to ads, align your own assets with the skills referenced in the ad. Keep your letter fairly short and avoid the subject of "salary required". If your skills are right, an employer will likely still contact you. Don't send a resume unless the ad is a good fit with your skills.

For more success with ads, look up the senior person in your field at that company. This may be available in the local library, from the company's promotional material, or through the internet. Call them directly. This bypasses the company's screening process and may give you the edge you need.

Ads enable job candidates to become familiar with duties and job descriptions that can differ greatly between companies. They provide data on products and services offered by employers. Although they do not create the same impact at the senior and executive levels, ads can also be beneficial to these candidates in directing their attention to the most viable employer. However, it does take patience to obtain the best results—if you are only finding a few good leads through the want ads each month, then you are not using this source correctly.

Answering help wanted ads can be a very tedious and time consuming process. If you take more time in preparing responses and following-up on them, your efforts should be rewarded.

Employment Agencies

Using

Unlike Executive Search Firms, Employment Agencies place people at various salary levels. If you are going to conduct a thorough job search, employment agencies should be included in your list of sources. Often they specialize in a position, location or industry. These firms place thousands of candidates each year and receive many times that number of requisitions from companies that are willing to hire their referrals. Most search firms try to avoid a classification of being specialists in particular disciplines. Unless information is available to the contrary, you may assume that they service a wide range of companies and disciplines.

Remember that agencies are not paid unless you accept a position. This contingency could influence their objectivity; however, a good agency will not pursue the fast dollar over future reputation. If you have done your homework, your relationship should prove to be most satisfying.

By using them honestly and intelligently, they will prove to be most beneficial to you. Put thought into the selection of your employment agency. Often, job candidates will choose an employment agency that is convenient rather than productive.

Tips

For best results, keep an open mind and give some thought to these suggestions:

- Whenever possible, meet the consultant who will be representing you. Make your wishes known and become familiar with the agency's placement procedures.
- Use one or two agencies if you are employed, and three to four agencies if unemployed. Change firms if results are not forthcoming within six to eight weeks.
- Understand that frequently they may push you into some things that don't meet your needs. They make their money by placing you quickly. Ask good questions before interviewing.
- Obtain a job description from the consultant prior to any interview and ask for feedback after the interview is completed.
- Secure references or referrals on the agency. Do not be prejudiced by people who do not have first-hand experience in dealing with the organization.
- Work with the consultant as a team member. Exchange information on facts related to your search activities.
- Provide immediate feedback to the consultant after an interview. If you receive a "no interest" letter at a later date, request that he (she) find out the reason(s) for your rejection.
- Utilize the consultant's knowledge and skills in any salary negotiations.
- When contacting a search firm, include your resume with a cover letter specifying your salary range interests, titles, and geographic preferences.
- Often search firms will not release the name of their client at first. However, you may get information about the size, location and industry.

TIP: Some agencies get compensation from you instead of the company. Often this is a fraction of your salary. Be careful about signing documents before reading them carefully. Avoid these agencies and seek agencies that are reimbursed by the employer, not yourself.

TIP: Be careful about revealing too much about your job search approach to agencies. They may send other candidates to companies you mention you have interviewed with.

Executive Search Firms

Using

For the most part, Executive Search Firms cater to positions with compensations exceeding \$50,000 annually. If you do not meet this minimum requirement, it is best to pursue other sources.

Each year, thousands of senior and management level positions are filled by executive search firms that have been retained by all types and sizes of corporations. The fees for these services, which range from 30-35% of the candidate's annual compensation, have been guaranteed by the client companies prior to the initiation of the search.

Unlike an employment agency, you cannot register with these firms. However, it does not hurt to try to get their attention. While it is unlikely that you will fit their client's requirement at one given time, it is possible they may have a need for someone with your background and qualifications over an extended period. Therefore, your goal should be to have them catalog your credentials in their files.

Two Types

1. Retainer Firms: Paid by the company to located qualified people for a specific position. They get their fee up front, whether the employer hires their candidates or not. Handle salaries of \$50,000 and up.
2. Contingency Firms: Paid their fee only when the company hires an individual. Your resume may be distributed widely which is good for exposure but bad because you lack control over where your resume is going. Handle a variety of salaries often below \$50,000.

Internet

You should use the internet as ONE of your sources of information for job leads. It does not replace traditional job search strategies, only enhances them. Most job listing sites on the internet are free to you as the job-seeker.

A variety of information on jobs and job search resources and techniques is currently available on-line through the Internet. In addition to the listings of companies, professional societies, academic institutions, and government agencies, it is possible to search employment ad and career information databases directly. Available information includes government reports, salary surveys, job listings, and even "networking" contacts within organizations. You can find out about companies or academic institutions directly, as well as the cities in which they are located.

Why use?

- Convenience. The internet can be used 24 hours a day, seven days a week if you can connect from home or a dorm room.
- Flexibility. You can easily broaden or narrow your focus and move from one resource to another.
- Cost Efficient. Most students can access the internet for free from a campus computer lab and individuals not affiliated with a college or university can subscribe to a commercial internet service provider (online services) (America Online, CompuServe, Microsoft Network, etc.) for a minimal cost.

Internet as a Tool

The Internet is a tool, and like all tools it is only as good as the skill of the user. Learning to use the Internet productively takes time and effort. Many new users quickly become overwhelmed. One frustration is that there is no single manual or help desk. Another is that it is constantly changing. What's there today, may be gone, moved or changed tomorrow. Traveling the roads of the information highway is similar to traveling roads. There are traffic jams and road construction, breakdowns and litter, breathtaking sites and eyesores. Defensive driving is the rule of the road.

It is said that patience is a virtue - on the Internet it is a necessity! A dedication to continuous learning is a must. For those who master this tool the rewards are great. The Internet will open up a whole new world of opportunities. Initially the learning curve will be steep, but in time you will glide with minimum effort around the highways of cyberspace.

When searching employment ad databases, it is sometimes possible to post your resume on-line or send it to an employer via electronic mail. Some *sources provide* this service free of charge once you have access to the Internet. However, be careful that you are not going to incur any additional charges for postings or updates.

Be aware that when you post your resume at some websites, you lose control over which and how many people see your information. Check the stated policies of that website for a clear

understanding of this issue. Once your job search is completed, you should remove your resume from the websites.

Before you start

Learn the Rules of the Internet: Netiquette

- Be courteous; you are still dealing with people.
- Check all grammar and spelling before posting messages or resumes.
- Using all capitals is considered SHOUTING and there is never a reason for this in job searching.
- Do not use emotions, or "smilies" :). Keep it professional.

Define What You are Looking For (Your Search Terms)

- Consider whether you are looking for a full time job, part time job, internship, etc.
- Are you looking for a job in a particular geographic region?
- Are there specific companies you would like to work for?
- Brainstorm keywords relating to your field of interest.
- Some general phrases that may be useful include: employment opportunities, job announcements, job listings, job openings, job resources, job vacancies, labor, position announcements, positions available, resume postings, and staff openings.

Become Familiar with the Internet (Many of you already are)

- Set up an email account and use for recreational and business purposes
- Surf the world wide web for topics of interest to you
- Find and use (explore, experiment with) bulletin boards, listservs, newsgroups, and gophers

Internet Resumes and Tips

See the INTERNET HANDOUT for specifics on the different types of resumes and tips on creating electronic resumes.

Internet Web Sites

Focus your attention on sites that list the types of jobs you want to pursue. Not every site is for all candidates. Many sites have a certain focus (industry) or geographic location.

See the INTERNET HANDOUT for recommended web sites and descriptions.

Tips for Searching

No single network or resource will contain all information on employment or career opportunities, so be prepared to search for what you need. Job listings may be posted by field or discipline so it is best to begin your search using topics or "keywords." It may be helpful to consult a reference book such as *The Internet Yellow Pages*, which should be available in most libraries.

- Use quotation marks around keyword phrases. This restricts the search to the precise wording contained within the quotes. For example, "Systems analyst" will not find just "analyst" or just "systems", but it will find all occurrences with both words together.
- Use all lower case letters. They are more universally accepted.
- Use the control key. When a drop down box is provided with choices, hold down the control key to select more than one item.

- Use Boolean operators. These characters allow for advanced searches to better target your search. You can also combine Boolean operators in the same search.
 - OR. Combining words with the “OR” operator requires at least one word to be present. Using “OR” would increase the number of jobs retrieved (e.g., “manager or director ”)
 - AND. Combining words with “AND” operator requires that all of the terms be present. Using “AND” decreases the number of references that are retrieved (e.g., “senior” and “manager”)
 - NOT. Using the “NOT” operator eliminates references containing the specified search item. NOT should be used cautiously since it may eliminate useful references.
- Consider Personal Job Search Agents. This feature allows you to specify criteria such as title, location, and salary and the “job search agent” will e-mail you when a matching position is posted in the database.

Pros and Cons of Online Job Listings

Pros:

- Searching online can save time and money
- Advertised jobs are generally current and up-to-date
- Finding information once you are familiar with a site is fairly easy
- Using Internet technology broadens the horizons of job-seekers
- Once over the initial "techno-hurdle," the Internet is fairly easy to use: point, click, & print
- The vast amount of information can enlarge job options for the job searcher

Cons:

- Mobility is an issue: the Internet can provide job leads in locations across the country, but if a job-seeker is not prepared to move from their current geographic area the access to such information is not necessarily useful
- Employers may have a negative bias when it comes to applications from far distances
- There is still the cost of phone and mail follow up that is not negated by using the Internet
- There is a bias toward hi-tech, engineering, and senior business positions
- The "drift" factor: it is easy to get caught up surfing other stuff

Information in this section was taken from the University of Missouri, CT Department of Labor, K-W Multi-Cultural Center, and Minnesota WorkForce Centers web sites.

RESEARCH

The Value of Research

You should spend 10-20% of your time researching. Your extra efforts on research can give you the competitive advantage over others.

There are several reasons why you will research as part of your job search. Research will give you information to...

1. Define target companies
2. Narrow your target company list to the most suitable for your needs
3. Get appointments for networking or interviewing. You can define the departments and main contacts in your target companies.
4. Prepare for interviews
5. Prepare for an offer and negotiations. Gathering pertinent data to support your negotiating position will help you use knowledge to leverage during negotiations.

Targeting Companies

The targeting of companies is the process of identifying those companies most likely to have a need for your unique capabilities and can provide a working environment that is supportive of your personal needs. Target companies will emerge through your research and your contact lists. At any one time, you should focus on a few prime targets. Research has shown that a targeted approach is more effective. Use your IDEAL JOB WORKSHEET to help narrow your list.

For each target company, you should research several things.

- Clientele
- Overall Profile: industry, privately/publicly held, locations
- Origins
- Geographics
- Current trends, challenges, and issues
- Financials
- Products/services mix
- Major players
- Management Philosophy
- Articles: magazine or newspaper

Job Sources

Finding Hidden Jobs

Don't assume just because the company hasn't advertised that there aren't positions open in your field. There are two types of jobs. First, published jobs are positions that a company has labeled as a job opening and the company is actively seeking to fill. The most obvious is employment ads. Second, there are "hidden jobs".

The vast majority of open jobs are not advertised- they are "hidden" jobs. These jobs are filled through the grapevine and are not announced publicly. Some of these jobs may be just visions in someone's head. Stumbling upon the right person, might suddenly open a non-existing job.

Companies growing in size, job seekers with niche skills, or new executives looking for fresh enthusiasm are all possible sources of hidden jobs. Whatever the reason, new jobs are created daily. Through a target search using your network, you may uncover some of these “hidden” jobs.

Reasons for New Jobs

Keep in mind that there are many reasons for hiring. Some reasons include...

- Sales are lagging
- Acquisitions are planned
- They are building a new team
- Serious operating problems
- Company lacks experience in an area
- New product is being launched
- New position was created

Examples of Sources

There are many ways to find out about jobs. Here are just a few. Some of these have been discussed already in the workbook. Others are described further below.

- ✓ Networking
- ✓ Advertisements
- ✓ Employment Agencies
- ✓ Executive Search Firms
- Alumni Placement Offices
- Business Directories
- CPA Firms
- Consulting Firms
- Division of Employment Security
- Job Data Banks
- Job Fairs
- Positions Wanted Ads
- Self-Help Organizations
- Societies/Associations
- Specialty Publications

Alumni Directories and Offices - Former classmates and other graduates of your college or university are outstanding network sources. You will find that many of them are in a position to help you. The old school relationship is an outstanding tie among people and a telephone call from a previous friend or acquaintance will be warmly received under most circumstances. Alumni offices are willing to help in most circumstances and do receive notices from fellow alumni who are looking for candidates from their former school. Although the chances for a connection are slim, this source should not be overlooked.

Business Directories - These publications are excellent sources for networking and provide detailed information for interview preparation. They serve as excellent reference material.

CPA Firms - Certified Public Accounting firms are used in the same manner in which you would work with other consulting organizations. They work closely with their clients and spend a large amount of time inside their offices and other facilities. Within the course of their duties, they are likely to become aware of critical openings, mostly in the financial area. It is to their benefit to make referrals of qualified candidates to their clients.

Consulting Firms - Although they are not in the business of placing people, consulting firms become aware of openings within the framework of their job assignments. While working closely with their customers, personnel needs will frequently become known to them before they are published elsewhere. It is good marketing sense for them to expose your credentials to clients with the intention of doing a favor that will be rewarded in the form of extended assignments or repeat business.

Division of Employment Security - This government agency receives requests for assistance in filling positions from thousands of companies each year. Its effectiveness is best for non-exempt jobs and the lower professional levels. It makes good sense to visit its offices on a regular basis and review the job openings that have been registered.

Job Data Banks - For a modest registration fee, these firms will enter your qualifications into a computerized candidate bank for use by clients who subscribe to their service. They tend to specialize in certain areas so check on the viability of your background relative to their requirements before sending any money.

Job Fairs - These events are usually held at large hotels or conference centers. A large number of employers will be in attendance and perform preliminary screening. Most likely, the fairs will emphasize a particular discipline, such as engineering, data processing, secretarial, or nursing. Although your background may not be compatible to their primary need, this activity will enable you to make personnel contacts and meet people in other functions within a company. These people are a source of information and may be willing to refer your resume to a more appropriate area within their company.

Position Wanted Ads .Such advertisements are placed by candidates in the hope of attracting an employer. Experts do not consider them as being effective in general newspapers, but can be productive if used in specialty publications and association/society newsletters. This source rates a very low priority on your action list.

Self-Help Organizations .Support groups sponsored by companies, religious units, and non-profit organizations are based on the theory, "in unity there is strength." Many people looking for jobs share information to the mutual benefit of all concerned. With the right groups of people, they are effective.

Societies/Associations .Fellow members of a society or association rate as high potential contacts. Their backgrounds are quite similar to your own and they may be familiar with specific openings in your field. The relationship within the organization should solidify their willingness to assist you in your job search.

Specialty Publications .Some corporations prefer to target their needs before selected audiences. Specialty publications are directed at certain types of groups and individuals, many being career-related. The ads and editorial copy can provide valuable leads to jobs within these disciplines.

Overlooked Job Sources

The editorial copy in newspapers, magazines, and trade publications can be a valuable asset to the job hunting activities of every candidate. However, most candidates are only concerned about the classified ads featured in these publications and fail to perceive the valuable information contained in other sections of these journals.

In screening local and national publications, you should be alert for articles that may help you in your job search, such as:

- Stories or Products or Services in Great Demand .The corporations represented in these articles may need to expand their workforce. An early inquiry from an appropriate candidate might invoke a positive response.
- Current Developments in an Industry or Profession .Such reports serve to keep an individual up-to-date on the state-of-the-art within areas of interest. The information can be most beneficial in creating a positive impression with an employer during an interview situation.
- Terminations, Resignations, and Retirement Notices .These activities create vacancies that may require replacements from outside the organization.
- Reports of Promotions and Job Changes .Such situations often cause a ripple effect that result in reorganizations and new job openings.
- New Patents and Discoveries .Many large departments and even corporations have developed such breakthroughs.
- Contract Awards .In many instances, companies must initiate large recruiting drives immediately to enable them to have the personnel to meet the required work deadlines.
- Significant Happenings and Major Events .Opportunities for entrepreneurial spirits are always prevalent when significant events such as the World Fair or the Olympics take place.
- Increased Sales and Earning Reports .Healthy corporations often wish to take advantage of their momentum and could be inclined to add to their present workforce.
- Moving of a Corporate Headquarters .It is not unusual to have several important positions become available as reorganizations may accompany such moves and it is not likely that every employee will want to change locations.
- Acquisitions and Mergers .Although such developments normally result in an excess of employees and redundancy of jobs, the “fall out” may be beneficial to some opportunistic job hunters.
- Underwritings of New or Developing Companies .Jobs that had previously been placed on a “hold” status may now be filled because funds are available to support them.

The possibilities are almost endless for the candidate who is willing to look beyond the headlines. Articles on meeting speakers, award winners, and career overviews can supply substantial leads for networking activities. This method of job development is especially important to senior and executive levels who do not encounter a large number of advertised job prospects.

Books

A list of research books and career planning books are found on the BOOK LIST HANDOUT.

PLANNING and ORGANIZING

What is the difference between the successful and the unsuccessful job hunter? Certainly, the demand for specific skills is a factor. In most instances, however, the answer is relatively simple; planning and implementation.

Career planning and finding a new position requires a disciplined approach to the job market. Unemployed candidates must be willing to expend 40-50 hours per week in pursuing their job search. You should have the same commitment as any job. Your full time job is now packaging and marketing yourself. And who else could do the job better than you!

Planning Your Time

During this program, it is important that you use your time effectively. To be your most effective *self* means thinking out activities and reducing them to a series of right choices. How successful you'll be in your job campaign is a direct result of how well you organize your time.

Percent of Time

Below are some general guidelines on how to spend your time. Your first step is to complete some self-assessment activities and understand what type of job you are seeking. Next, finish your resume. Once you have these foundation activities complete, you are ready to begin your job search.

A general guideline includes...

- 70% time personal contacts
- 15% doing research
- 10% time writing letters
- 5% time answering ads

Calendar

Having a calendar dedicated to your job search quest will help you in two ways.

- First, the calendar will be used to record your phone calls and interview appointments.
- Second, the calendar will help you maintain a disciplined approach while keeping you motivated.

As part of your workbook, you received calendar pages for October-March 2003 (SEE CALENDAR WORKSHEETS). In addition, you received a WEEKLY ACTION PLAN WORKSHEET. This log will help you divide your days and plan your time. Consider when your best time to concentrate is during a day. Schedule this time for tasks requiring more intense thinking. Consider what time of the day you are most effective at communicating verbally. Use this time to call companies and contacts. Your Weekly Action Plan should include a variety of activities including networking activities (phone calls, letters/thank-you notes, meetings), research, and interviews/follow-up. Track your activities to ensure you are spending time on tasks that will provide the most value in your job search.

Scheduling Your Activities

By scheduling your activities, you will ensure you make progress toward your goal of finding a job. Many tasks may seem overwhelming. Breaking them down into parts and scheduling them on your calendar will allow you to tackle the daunting, sometimes unfamiliar tasks. You will have a sense of accomplishment as you achieve tasks each day.

Prioritizing your activities is a *must*. Those activities that are essential can be sequenced from 1 to 50. In setting up a schedule of activities, it's advisable to lay out a block of time each week for major projects. For example, let's say you do your top priority activities (activities 1 through 10) each morning from 8:30 a.m. to 10:30 a.m. Stay with that schedule until these priorities have been accomplished, then move up the next highest priorities to that time period.

As you schedule your activities, don't forget to stay loose. Flexibility is necessary to respond to whatever situation may come up. If you fill-up every moment in advance, without allowing time for unexpected events, you're bound to get frustrated and tense. A proper balance of scheduled and unscheduled time, carefully planned and used well, can help you maintain your flow of energy. As you schedule, don't forget to plan for free time, rest time, and family time.

During the entire job-finding process, it is essential to maintain a positive, action-oriented frame of mind. You will need to draw upon the same inner reserves of energy, creativity, and courage that have carried you through other challenging situations in the past.

Organizing Your Records

A thorough job search will produce the names of hundreds of people and corporate entities. There will also be many dates, addresses, telephone numbers, zip codes and other significant facts to remember. Therefore, it is important that you establish a system to help yourself.

Suggestions

- Card filing system List your contacts in alphabetical order on individual 3" x 5" file cards. Include the person's home address, telephone number, place of employment, and any other details that might be pertinent. Next, develop a second card list with the names of companies alphabetically and the contacts whom you have in each.
- Tickler Systems Timing is critical to every job search. A simple tickler system may be implemented by utilizing manila folders number 1-31. These digits correspond to the days of the months. By placing reminders in the appropriate folders and checking the corresponding date each day, you can be certain of not missing any appointments or failing to make follow-up contacts.
- Message Systems: Many important appointments and telephone calls have been missed by job seekers because messages were confused or misplaced. Some provision should be made to avoid having such misfortune happen to you. Telephone recording systems may be purchased or rented rather inexpensively. If you prefer a more personal approach, telephone answering services are available. Simply contact your local phone carrier.
- Call Waiting Telephone Systems Much time can be lost while waiting for telephone calls. If the Call Waiting Service is available in your area, you should subscribe to it. With this feature, there need not be any reluctance to using the telephone extensively for fear that someone important might be trying to reach you. There may be some annoyance in juggling two calls at once, but this inconvenience is minor in relation to the value of the service.
- Notebooks A large and small notebook are necessary tools for every job hunter. Every action and contact should be noted in the large book so that the information is retrievable and in one

place. The smaller tablet is to carry with you during the day and should serve as a mini-appointment book. The information in this book should be transferred to the larger version each evening. You may also wish to have a loose leaf binder for retaining ads and recording responses and other inquiries.

- **Tape Recorder** .A small cassette recorder can be an invaluable aid during this period. It is especially convenient to use when riding in a car and there is a need for quick note taking. There will also be other times when practical ideas flash through your mind and you are not able to record them in a notebook. This device is also helpful in preparing for interviews and practicing presentations, such as “Tell me about yourself”.

Keeping Good Records

Keep copies of information for your records.

- Copy of the master letter with attachments
- Copy of the recipient’s name, address, phone number
- Notation about mailing date
- Reminder about follow-up date
- Notation about dates you called and left a message as well as when you connected
- Copy of replies from company.

Building Your Willpower

Willpower is a key ingredient to a successful job search. Harnessing your strength-of-will requires developing the internal self-discipline and desire to make good use of your time. The stronger your willpower, the less trouble you’ll experience in achieving your goals. A useful method for increasing your tolerance or strength-of-will, is to force yourself to spend a few extra minutes on an unpleasant activity before moving on.

Your pursuit of career success can only be achieved on a “best effort” basis. Don’t let your feelings of failure linger--let go of what went wrong in the past. When you’re experiencing difficulty, concentrate on your own uniqueness. Remember to focus on your accomplishments, your skills and talents, and most importantly the value you have to offer.

INTERVIEWING

More than anything else, good interviewing skills are responsible for success in obtaining employment offers. Yet interviewing is an area where many people struggle. Even candidates who possess the proper qualifications have trouble winning an employer's approval because they cannot communicate during an interview and fail to sell themselves. Developing good interviewing habits is critical to selling yourself and differentiating yourself from your competitors.

We urge you not to jump into job interviews until you are ready. It is usually better to stay away from your primary targets until you have become organized. You do not want to jeopardize your chances of getting the job you really want. It's especially critical for you to spend time in practice interviews in order to sharpen your interviewing skills. Using effective interviewing skills increases your chances of projecting a favorable impression.

Here are some areas that an employer might be evaluating.

- Intellectual Skills: analytical ability, decision-making ability, education, problem-solving skills
- Motivational Traits: interest in job, energy level, drive, ambition, persistence
- Personality Plus/Minuses: poise, aggressiveness, stability, maturity, communication
- Knowledge/Experience: self-confidence, accomplishments, technical knowledge, management experience, organizational strengths

Four Phases

In general there are 4 phases of interviewing. However, keep in mind that flexibility is key. Particularly for early interviews, the interviewer will guide the format of the meeting. As the interviews progress, you should start leading the discussion to ensure you have all the information you need to make a sound decision.

1. Overview: introductions, 2 minute commercial
2. General Information about position and company. Learn about the job and the organization and interviewer's challenges.
3. Align the position to your background and skills.
4. Summarize your experience and how you will/will not fit the position and clarify next steps.

Interview Preparation

The major reason that most candidates do not receive job offers is that they neglect to prepare thoroughly for each interview. Many qualified applicants are rejected because they fail to do their homework. In most interview circumstances, the candidate has been pre-screened through a resume or telephone conversation, and the meeting with the employer becomes the critical factor in the hunting process. Prepare a list of questions on facets of the company, the job, and your future career that are important to you in making a decision on any job offer. Interject these questions at appropriate times during the interview conversation.

Job seekers must take the time to prepare for each individual interview. Most job hunters overlook the importance of tailoring their presentation for every job interview. There is a tendency to think that once the apprehension of the initial interview is overcome, subsequent interviews will go well. Thus, candidates face employers with a canned approach to the process and their performance does not improve.

Interview Pointers

Here are some suggestions:

- Try to find out as much information as possible about the prospective employer. Present and former employees, company brochures, reference books, and brokerage firm reports are likely sources.
- Learn about the requirements of the job and determine how your background and experience qualifies you for the position. Read the job advertisement closely or ask the employment agency or search firm for specific details.
- Prepare a list of references with addresses and telephone numbers. Be sure that each person has a copy of your resume and that they know the reason for your availability.
- Take a special interest in your grooming and manner of dress. Set clothes aside that are complimentary to your appearance.
- Review your resume and be ready to discuss job changes, salary requirements, accomplishment statements, and employment gaps. Ask yourself, "If I was reading this resume as a potential employer, what questions would I ask this candidate?"
- Keep the interview on track. Refocus the discussion with your prepared list of questions.
- Practice your response to important questions such as "why don't you tell me about yourself?" Make it a point to be enthusiastic without appearing to have memorized the answers. See the section on the 2 Minute Commercial.
- Mirror the interviewer's style. During this "breaking-the-ice" period, you should pay attention to verbal and nonverbal signals. How quickly does the interviewer speak? Are they relaxed? Do they lean forward? Mimick their style.
- Look for hints into the interviewer's interest. Use any waiting time to look around the office. Pay attention to pictures, slogans, neatness, volume, and overall pace. Inside an office, look for pictures, awards, and other mementos that might allow you to find something in common with your interviewer.
- Ask about needs, problems, and future plans. This will help you cater your skills to their needs.
- Stress accomplishments
- Back up statements with examples _A statement might be "I am a good typist"; the example would be "I type 65 words per minute".
- Emphasize the positive
- Relate strengths to job qualifications _Your experience will not impress the hiring manager unless they see the fit between you and the opening.
- Show progression _Describe promotions, increases in responsibility or other ways you have grown professionally.
- Listen carefully.
- Silence is o.k. A pause for thoughtfulness allows your answers to be more composed and reflects that you are thoughtful.
- Explain reasons for changing employers _Keep it positive and reinforce progression.
- Be brief and concise _Plan about 3 or 4 minutes for an interviewing situation. Condense your answer to about a minute for the telephone.
- Videotape yourself if possible. Although this sounds silly, you will be surprised and the camera's objective view of your appearance, mannerisms, gestures, vocal strength, and communication skills.
- Practice, practice, practice. With all these tips to remember, you can see why practice can really help you perform at your peak.

One of the keys to successful interviewing is demonstrating a positive attitude. When this approach is coupled with a well-prepared presentation, you have a distinct advantage over other job hunters. Employers are seldom willing to take a chance on anyone who fails to meet these standards.

Interviewing Etiquette

- Wear your best clothes. Be clean and neat. No wild colors or skimpy outfits. Look professional and conservative.
- Do not smoke, eat, or chew gum.
- Avoid offensive language: inappropriate jokes, ethnic/racial comments, religious convictions, political commentary.
- Use the interviewer's last name unless given permission to use their first name.
- Do not answer the interviewer with one or two words. Talk with the interviewer. Explain your answers.
- Maintain a positive, self-confident, enthusiastic attitude.
- Prepare questions to ask the interviewer like, "Tell me about the company's goals."
- Ask what the job responsibilities are and then explain how your experience will help you handle those tasks.
- Be positive and energetic.
- Arrive 10—15 minutes early. Most places will ask you to fill out an application which will be 2-4 pages long; arriving early will give you time to complete it without eating into your interview time. Consider traffic when planning your travel.
- Bring your Social Security number, Driver's License number, and resume.
- Don't over-talk and ramble.
- Send thank-you notes to each interviewer. If secretary was helpful, thank them too.

Securing Vital Information

Recruiters who are involved in the employment and staffing function agree that most applicants fail to ask penetrating questions during the interview that will enlighten them about the job, the supervisor, and the employer. Prior to the interview, a conscientious job seeker should have already made inquiries about the company's reputation, the reliability of its products, or the quality of its service. By posing intelligent questions during the interview, the applicant should be able to determine whether the job is meaningful and offers the opportunity to learn and expand one's skills.

To facilitate the job hunting process, it is strongly suggested that you develop a list of questions to be asked of a prospective employer in the course of the interview. The answers to your inquiries should enable you to learn more about the job, the organization, and its management in order to make an intelligent decision, should the interview result in a job offer.

- Where is the organization going? What plans or projects are being developed to maintain or increase its market share?
- Who are the people with whom I will be working? May I talk with some of them?
- When and why do you have to fill this job? Where is the former incumbent?
- Why are you not promoting internally? Do you have a job posting program?
- May I have a copy of the job description? What might be a typical first assignment?
- Why do you think this job might be the right spot for me?
- Do you have a performance appraisal system? How is it structured? How frequently will I be evaluated?
- What is the potential for promotion in the organization?

- What type of training will I receive? Will I be reimbursed for taking formal courses related to my job?

There are, of course, other questions that may be raised depending upon the nature of the job. It is important to listen carefully and then decide what vital information is missing. Keep in mind that good bosses hire people who want to know as much about them and the job as they do about the candidates. They understand the necessity of open communications on both sides if a good hire is to be made. If you secure as much information as possible before accepting an offer and starting work, your chance of job satisfaction increases.

Scheduling the Interview

Before preparing for an interview, arrangements for a meeting must be made with the potential employer. More than likely, the initial contact will be made via telephone through the corporation's employment representative. Before concluding the call, be certain that you obtain the following information:

1. Company Name - Many names sound familiar, and not every company is as prominent as "IBM." Don't be embarrassed if it is necessary to have the caller repeat the name.
2. Contact - You want to know the person who will be hosting your visit. Do not depend upon the personnel department to know who is expecting you.
3. Interview Time/Place/Location - Some corporations have numerous locations or many buildings at one address. Also, several interviews may be held in a morning or afternoon and being late for an appointment could disrupt a schedule.
4. Job Description - You should verify that you are being considered for the right job. This information will also enable you to be better prepared for the interview.
5. Source of Contact - There will be times when it is not apparent how the company received your credentials. By knowing this information, you will know whom to thank (friend, placement agent, consultant, etc.) for the introduction and procure more information about the job.
6. Length of Interview - You may find it to be convenient to arrange a meeting with another company when you are in the locale. Likewise, you do not want to cancel or be late for an appointment because the first interview is longer than expected.
7. Request and Application - It is easier to complete an application in the quiet of your home and bring it with you to the interview. If there is enough time, ask the recruiter to mail a form to you. This procedure may assist the company in processing an offer more quickly.
8. Travel Arrangements - If out-of-state travel is required, the company may prepay your expenses or have a procedure and directions for simplifying the trip.

Don't leave anything to chance. Keep a notebook in a convenient place near every telephone in your home. Arranging an interview should NOT be treated casually.

Common Mistakes

Top Mistakes

An extensive survey of corporate staffing and employment managers produced the following reasons for rejecting candidates:

- Lack of knowledge about the job and the company. Many applicants fail to do their homework and are not familiar with the companies that are considering them. They appear anxious to conclude the interview quickly.
- Failure to ask pertinent questions related to the job or the organizations. They have few questions ready that are relevant to the situation.
- Inability to explain information provided on resume. There is an attempt to discuss what they think will impress the interviewer rather than describing “actual experiences and events.” Answer questions clearly and do not be evasive. Understand what information is being sought and provide it concisely, and don’t give ‘yes’ or ‘no’ responses.
- Poor communication skills. Poor verbal skills that aren’t communicated with honesty and sincerity reflect badly on the candidate. Listening and concentration seem to be a problem as well. Replies to questions often ramble on and fail to get to the point. You must be able to relate your experience to the position for which you are being considered. Be positive about credentials in telephone conversations and give specific and direct responses.
- Poor physical presentation. In most interviewing situations, there is a decided lack of enthusiasm. You must show interest in the company and the position under consideration. This will help to create the proper chemistry that can lead to a job offer. Of course, your dress and grooming also reflect on your image.
- Qualifications fail to meet the needs of the job. This is straightforward but is an outcome of poor planning and research. Understand your interests and the requirements of the job before interviewing for positions.
- Reluctance or inability to furnish references. Preparing references in advance is a necessary step of interview planning. See the Reference section of this workbook for more information.

Reasons for not offering jobs to applicants

- Poor personal appearance
- Inability to express self clearly; poor voice, diction, grammar
- Lack of interest and enthusiasm
- Overemphasis on money
- Expects too much; too soon
- Lack of tact and maturity
- Lack of courtesy
- Lack of social understanding
- Fails to look interviewer in the eye
- Indecisive/ cynical/ lazy
- Sloppy application/ resume preparation
- Only wants job for a short time
- No interest in company
- Unwillingness to relocate
- Intolerant, strong prejudices
- Inability to take criticism
- Late to interview without good reason
- Asks no questions about the job
- Overbearing know-it-all
- Failure to express appreciation for interviewer’s time
- Failure to participate in activities
- Poor scholastic record
- Makes excuses, evasive
- Indefinite responses to questions
- Condemnation of past employer
- Lack of vitality
- Limp, fishy handshake
- Unhappy married life
- Merely shopping around
- Lack of knowledge about the field
- Excessive emphasis on who they know
- Low moral standards
- Narrow interests
- Radical ideas
- Lack of confidence and poise
- Smoker/ Non-smoker

You can’t assume that each situation will be similar and that being able to explain your resume is sufficient. It is this type of casual approach that results in rejections. If you have researched the

company, the rest should come easily. You must give and obtain information, listen, be enthusiastic, concentrate, and sell yourself.

Few people receive job offers without an interview, therefore, every job seeker should be aware of, understand, and utilize every resource available in order to secure that all-important interview.

Informational Interviews

Information interviews are appointments that you schedule with your contacts to obtain various pieces of information to help in your job search. Information collected during an informational might include industry, company, job search advice, research sources, target companies, referral names, hidden jobs, and more.

During an informational interview, you may follow these steps...

1. Establish rapport. Were you referred by a mutual friend?
2. Communicate Agenda. What is the purpose of your contact?
3. Tell your 2 Minute Commercial summary of yourself
4. Ask questions (see section on Informational Question list)
5. Ask about target companies and referrals
6. Give resume. (Distribute at the end or they will interview you instead of vice versa.)
7. Close and summarize.
8. Thank them and ask if you can touch base again if further questions come to mind.

Besides just taking information from them, you should consider what you can give back in return. Are there information, books, or articles of interest to them? If you have lunch, pick up the tab.

2 Minute Commercial

During the course of every interview, it is most likely that the hiring manager will suggest that you "tell me about yourself." The request should be received most gracefully, as it gives you the ideal opportunity to describe yourself in a very positive manner.

Your response should include some of the following:

- Stress Accomplishments .The results of performance have greater impact than duties and responsibilities. Employers want to know the results of your actions and not what you were supposed to do. Back up your accomplishments with specific examples.
- Emphasize Positive Features .Advanced degrees, supervisory background, language proficiency, and international experience are just a few pieces of information to mention.
- Relate Strengths to Job Qualifications .Keep in mind that your experience will not impress the employer if it does not complement the duties and responsibilities of the job in question.
- Show Progression .Describe promotions, relate assignments of increased responsibility, describe any management positions in professional associations, or indicate other positions in which you have grown within the business world.

This presentation should be well-prepared and rehearsed in front of someone who can criticize your performance. It should not be memorized to the point where your delivery will be artificial and unenthusiastic. SEE 2 MINUTE COMMERCIAL WORKSHEET

As a guide, consider spending 50% of your time on the past and 50% on the future. Here are some general guidelines for ideas and timeframes to consider.

- Past: Discuss the “big picture”.
 - 10 seconds: Early years including where your “home town” is and an interesting strength that still helps you today.
 - 10 seconds: Education including honors or a special activity.
 - 40 seconds: Work history including most recent title and 1-2 accomplishment statements. You do not need to mention everywhere you worked. Highlight one or two jobs that most apply to the position you’re considering. Give only a snapshot and mention the industry/company where you last worked.
- Transition (5 seconds): Include why you are searching for work in a brief, matter-of-fact way.
- Future: (50 seconds): Include your target industry, position, and role. Tie it to the position.
- End (5 seconds): Consider ending your 2 minute commercial to end with a question (e.g., What questions do you have?). This allows the interviewer to follow up on something you said.

The challenge is to provide a short, consolidated summary of who you are and what you are looking for. Two minutes or less is a good guide to ensure you keep your interviewer’s interest. Often, candidates will talk for 5-10 minutes unknowingly. This shortens the interviewer’s opportunities to ask questions and find out qualifications for the specific job. It also may bore the interviewer. You will be surprised how quickly 2 minutes goes by. With practice, you can develop a short, concise commercial that will “sell” you.

Types of Questions

A list of questions is provided as a separate handout. See the QUESTION LIST HANDOUT. Questions are grouped by Employer, Candidate, and Informational Questions.

Post-Interview Procedures

Immediately after completing an interview, you should take the time to record the events of the day. Be sure to reflect on the interview while the details are fresh in your mind. If the meeting has been an informational interview, it can be just as meaningful to summarize your thoughts. Use the POST INTERVIEW CHECKLIST WORKSHEET to record your notes. In addition, a JOB EVALUATION CHECKLIST WORKSHEET should be completed for each individual situation for which you are being considered.

For The Informational Interview

- Note the names and titles of the people to whom you spoke. (If possible, get a business card)
- List the names of additional contacts and their addresses that were given to you.
- Recount the highlights and overall feeling of the conversation.
- Indicate what course of action must be taken as a result of the meeting.
- Explain awkward moments or unusual situations which may have occurred.
- Describe any new areas that should be explored.

For the Job Interview

- Note the names and titles of the people to whom you spoke, especially the employment representative and the hiring manager. (If possible, get a business card)

- Indicate the date and time of your next scheduled interview, if decided.
- Write a description of the job for which you are being considered and outline the positive and negative aspects of the position. Include salary information and other relevant data.
- Record the date on which you are expecting to hear from the employer.
- List any difficult questions that were posed by the interviewers. (Examine your answers at a later time.)
- Note any information or materials that may have been promised to the interviewers.
- Complete the Job Evaluation Checklist.

Within 48 hours of the completed interview, the following assignments should be completed:

- Send a “thank you” to the persons who played a major part in your interview.
- Furnish any additional data that may have been requested. Emphasize your interest in the position. Rephrase your strengths in meeting the position’s needs. Indicate that you will follow-up with a call and on what date.
- Complete and return an application and your expense report(whichever is applicable) to the personnel department. Include receipts for any major charges.
- Contact your references (if it is likely that they will be checked) and describe
- the position for which you are a candidate.
- Report back to the individual who referred you to the company (if appropriate).

You have worked very hard to obtain interviews. Do not lose the benefits of them by failing to attend to these details.

Compensation, Handling the Salary Question

To prepare yourself for handling a question about salary, practice some responses. The key is to understand the salary range and limitations before answering any specific questions about salary. Also, comparing your last salary to the new position is not advised. Each position and company has too many variables to make a fair comparison. Instead, you need to understand the full picture including job responsibilities, company benefits, and more. The Job Evaluation Checklist identifies many of the variables that impact the overall package.

Here are some verbal ideas for handling (and side-stepping) the salary question.

- “Since you are more intimately involved with the specifics of the job, what salary range do you have in mind?”
- “Since this position is not the same as my previous one, I wouldn’t want that salary to interfere with this opportunity. What range do you see for this job?”
- “I need to understand more about the job and its responsibilities before estimating a fair compensation amount.”
- “I agree that salary is an important consideration, but aligning my skills to the needs of a position and company so I can contribute fully is more important to me.”
- “What compensation would you consider reasonable considering my background and skills?”
- “After we have learned more about each other, I’m sure that salary won’t be a problem.”
- “I understand the need to discuss specific compensation requirement. I feel it’s important for me to learn more about the position and its value to the organization. I am certain that you have ranges for various levels and I trust that these ranges are fair based upon responsibility, experience, and contribution. Please be assured of my desire to work within those ranges.”

- “I hesitate to disclose compensation figures only because the position we are discussing contains many elements which are different from my most recent position. We may be comparing apples and oranges.”
- “Total compensation is really what counts and that is mix of many variables including base salary, bonus, and fringe benefits.”

Keep in mind, if your avoidance of the question is causing an uncomfortable situation, you should give-in and provide the information. Always give a range citing the expected benefits that supplement that range. The range you give should reflect your interest (more interest=higher request) as well as their interest in you. After stating a range, always ask “how does this range compare to your thinking?”.

TIP: Try and find out the salary range BEFORE you are asked this question. Look on the internet, call a contact, ask your employment agency, compare the position to other similar positions and their ranges.

Helpful websites are

- salarysource.com
- jobsmart.org/tools/salary/index.htm
- wageweb.com
- homefair.com

References

Potential employers check references 75-80% of the time. Therefore, it is important to identify your references and discuss your job search with them before employers contact them. You should always ask a reference for permission before including them on your reference list.

Selecting References

The purpose of the reference is to verify work experience. Most employers want to know if the candidate “can do”, “has done”, and “will do” the job in question. They consider past performance to be the best predictor of future effort. Therefore, your references should be able to support the claims that you have made at an interview. You should select 5-7 references. Most should know you professionally and should contain a mixture of supervisors, co-workers, and supervisees.

Such persons might include:

- Present/Previous Supervisors - There is no better critic of your strengths and weaknesses than someone who has supervised you and your work activities. Their opinions and observations have the most credence in the eyes of the employer.
- Co-workers - If you are unable to provide a supervisory reference due to discretionary reasons, the appraisal of a co-worker carries a significant amount of validity. In some situations, their observations are considered to be more objective than the views of management personnel.
- Customers/Vendors - The use of a purchaser of supplies and services has a decided appeal to employers. This relationship demonstrates that you have performed efficiently in order to meet their approval. This person can also furnish inside information from a different viewpoint.
- Teachers/Professors - Although not as pertinent as specific work references, referrals can be most enlightening in terms of your educational credentials, personality, and work habits.

- Consultants/Technical Experts - People who are highly recognized in your field of endeavors are considered to be outstanding references. The fact that you are known by a recognized authority creates a highly favorable impression.

As a rule of thumb, the following groups should be eliminated from consideration when deciding which references to use:

- Relatives The objectivity of family members is always questionable and using them as references demonstrates a certain naivete on the part of the candidate.
- Friends and Acquaintances Despite their willingness to be helpful, these individuals are usually not in a position to speak knowledgeably about your professional qualifications and accomplishments. They will say 'good things' about you, but not necessarily the 'right things' that will result in an employment offer.
- Religious Clergy While the clergy is held in high regard in most quarters, their opinions are not highly rated as work references. A person's moral fiber and charitable tendencies are not valued in comparison to knowledge of job performance.

Reference Letter

The letter of reference is not a very effective means to influence potential employers. A potential employer places little value in correspondence that, in many cases, has been prepared by the person it describes.

Reference List

To facilitate the contacting of your references, prepare a specific list of contacts. See the CONTACT WORKSHEET. Note the complete name, title, employer, address, telephone number (home and business), and e-mail address for each individual. Type up your reference list and have it available for interviewing. Do not offer references until they are formally requested. Usually 2-3 job references and 2 personal references are sufficient. See the REFERENCES HANDOUT.

Contacting References

It is not sufficient simply to obtain permission from people to use them as references and furnish their names as requested. After each positive interview, they should be contacted and briefed on the specific situation. This procedure will permit them to be prepared for any eventuality and you will not be likely to lose a job offer because of their lack of knowledge or information about your background.

You should educate your references to prepare them for effectively handling questions from a prospective employer. Tell them about...

- Status of your job search
- Interests in future job
- Target companies
- Your expectations (be specific and candid about what you need and what you wish them to say). Don't just assume that their perception and words will match your own.

Tell references you will contact them (if possible) before a company calls them. You will inform them of the name of the company, the position you are applying for, and the contact name who might call. Be sure to ask your references to notify you if the prospective employer does communicate with them so you will be aware of their interest. Keep your references updated on your progress and always follow-up with a thank-you. See the REFERENCE CHECKLIST WORKSHEET.

TIP: Most companies verify your previous employment record. We advise you call or write your previous employer and request that only dates and title be released. Specify that you do not wish salary information to be released. Ames will not release salary information. Ames only gives out dates and title information.

JOB OFFERS

Negotiating

Every job for which you interview will have a salary range. Keep in mind that there are several negotiation options other than simply salary. Whatever you negotiate, keep a positive, realistic attitude. Concessions are necessary so evaluate what you are willing to give up and what you feel you must have to be happy.

Items to be Negotiated

These are all possible negotiation items. Bear in mind that some of these items may be fixed and inflexible because of the company's policies.

- Bonus
- Profit Sharing timeline and amounts
- Credit Union/ Thrift Plan
- Savings Plan (401K)
- Company Car/ Gas
- Expense Allowance
- Insurance: life, medical, dental, vision, dependents
- Association Memberships
- Subsidized Relocation
- Salary Review
- Stock Options
- Sick Leave
- Retirement Fund
- Parking
- Vacation/ Holidays
- Performance appraisal timeline (ask for an earlier review of salary)
- Education: Reimbursement/ In-house programs

NOTE: Within a company's range, it is typical for an above average person to get a salary at the middle of the range. Set your expectations appropriately.

Tips

- Negotiation is a process, not a step.
- Do your homework well so you understand all facets of the package. Get the employee handbook or other documentation on benefits. Understand what comparable salaries are for similar positions.
- Read the other person well. Listen carefully and actively.
- Start with the positives about the position, company, and offer.
- Approach negotiations with trust and a willingness to compromise.
- Be receptive to "changing the shape of money".
- Assume everything is negotiable. If you don't ask, you won't get it.
- Don't emphasize your needs (children, education, mortgages). Focus on the company's needs.
- Assess your power to negotiate (are your skills unique? Are there other candidates?)
- Know the priorities on your "want and must-have list" and prioritize them. Keep the list limited and organized by category.
- Decide ahead of time what your goals are. Don't make impromptu decisions.
- Depersonalize your comments. "Would the company be willing to...?"

- Put all your points on the table at the same time. Being upfront, you avoid suspicion such as “what more does this person want?” Be specific, “I have 3 areas I would like to discuss further”.
- Use firm, confident repetition (I understand, but the market indicates). Use facts.
- Get it in writing.
- Speak with the decision-maker; not with HR (when possible). The decision-maker is the person who really wants your skills and is more likely to be flexible.
- Don’t rush. Once a formal offer is made to you (or remade), thank the person profusely, share your excitement, and tell them you will get back to them in several days with an answer. Don’t agree immediately to their offer. Your emotions will interfere with your ability to logically consider all aspects of the offer. Request time to consider their offer.
- Know when to stop negotiating

Be clear in stating what you want. Also, understand what alternatives you have and know your trade-offs. Remember to focus on the company’s needs and problems and your value in helping them.

Evaluating Job Offers

Compensation should never be the major factor in deciding whether to accept a job offer. While a greater income is always desirable, there are many other aspects to be considered in determining a job’s real worth. Unfortunately, job hunters frequently decide that the employer extending the largest salary increase offers the best opportunity. However, nothing could be further from the truth. The highest paycheck is never the sole solution to job satisfaction, no matter what the circumstances may be.

Criteria for Evaluation

See the JOBS EVALUATION CHECKLIST WORKSHEET for a helpful structure. Use this to review employment offers. Also refer back to your IDEAL JOB WORKSHEET. While not everyone’s preferences are identical, there are still many common factors to be considered before accepting a new position. Examining the big picture is important in making the right career decision for you.

Prioritize the below criteria according to your personal preferences.

- Job Responsibility - Unless you are afforded the opportunity to use your background and experience in a meaningful way, you will not be satisfied in your job. Eventually any increase in salary will not be enough to maintain your motivation and happiness. If there are any doubts, they should be clarified before an offer is accepted.
- Variety of Work - The boredom of repetition can greatly reduce job performance, thus affecting the harmony between you and your manager. A variety of assignments and challenges can be most important in maintaining a positive attitude toward one’s work.
- Compensation - There is no denying that compensation is important, but its influence must be weighed in conjunction with other factors. The frequency of salary reviews and the amount of an average increase are also relevant as they may enable you to accept a lower offer because your base salary will be increased quite quickly.
- Stock Option Plans - Individual and company stock programs can produce additional income. Once again, risk can play a large role in your decision as there are no guarantees that a stock will rise, even for companies with strong balance sheets.
- Commissions and Bonuses - Financial rewards based upon performance, when added to a low or moderate base salary, can far outweigh a higher, initial offer from another firm. In this case,

you must analyze the comfort/discomfort factor that accompanies a risk-taking situation. Also, inquire as to what is a reasonable bonus or commission to expect.

- Benefits .Corporations are enrolled in many different types of insurance programs. Cost savings to you can be significant, as premiums for life insurance will indicate. However, what is beneficial to one person may not be important to another. You should examine your circumstances such as the health and size of your family, spouse's benefits in another company, and probable benefit use (i.e. pregnancy and dental care).
- Advancement Opportunities .An expanding organization may afford greater financial and professional success in the future than a corporation that offers a higher starting salary, but modest growth potential. Always check on the frequency of internal promotions.
- Special Perks . Does the position include special perks, such as: free parking, a company car, financial planning and tax assistance, club membership and extra vacation weeks? These items can have a considerable value.
- Training Programs .Whether "on-the-job" or formal methods are utilized, these programs can improve you job performance and expedite your progress in the organization. Does the company allow memberships in professional associations?
- Education Programs .The time and expense of obtaining a degree or taking job-related courses can be substantial, but a worthwhile investment for you and your employer. Company-paid educational assistance is a most attractive benefit.
- Performance Appraisals .Is there a formal system to receive feedback on performance from your boss? This system should also enable you to ask questions and voice concerns.
- Job Posting Programs - Knowing that internal jobs are available and how to apply for them is most helpful in identifying and obtaining promotions. Determine who is eligible for participation in the program and what restrictions it carries.
- Cost of Living - Stories abound about transferees and new hires who are shocked to find out that housing costs and taxes are much greater in the new geographic location than they had anticipated. Despite a 15-20% salary increase, they must reduce their housing standards because of higher down payments and take home pay depleted by state and city taxes. These factors and other living expenses must be examined carefully in evaluating a new position.
- Relocation - If relocation is required, a considerable expense could be involved. Clarify the costs that the employer will absorb in terms of movers' and realtors' fees, mortgage points and differential, interim living and commuting expenditures, tax gross-up, and other related expenses. Policies will differ greatly between companies and it should never be assumed that all reimbursements are similar.
- Company size - The amount of financial and human resources available to you is greatly affected by the company's size. If a significant adjustment will be required, don't hesitate to check with a colleague who is in a similar environment. Learn the pros and cons of the situation and realize any adjustments that will be necessary.
- Geographic Location - Your style of living will vary according to geographic location. Disenchantment will soon occur if the area does not feature the weather, outdoor sports, social functions, or other activities that you prefer. Are the school systems compatible with your children's needs?
- Spouse Job Hunting Assistance - It is quite common for one spouse to be required to sacrifice a job when a relocation takes place. For professional and financial reasons, it is desirable that a new position be obtained as quickly as possible. The employer should be prepared to assist you in addressing this need.
- Organizational Structure - Questions should be posed in regards to reporting relationships. Will the location of your job slot on the organization chart interfere with your effectiveness?

- Visibility - Does the position provide you with exposure to the entire department or company, or will you be pigeon holed? Can you join associations and societies, publish papers, and attend professional meetings?
- Company Image - What presence does the company have in the industry and/or the community? Does its status bear specific meaning for you?
- Travel - Are there any travel requirements related to the position? If so, will they create an imposition for you?
- Title – Does the designation for the position contain any special significance? Will your ego overcome an insignificant title?
- Working Environment – Is it necessary for you to have a private office in a modern building? Will surroundings be conducive to good working habits?
- Outplacement Assistance – Is the company empathetic to the needs of its employees? How are persons treated who are given involuntary terminations?
- For senior management, an employment contract, extra insurance, financial counseling, and other executive benefits should be considered.

Deciding on Job Offers

More than One Offer

This is both pleasant and agonizing. You want to press gently. First seek out information about why your first preference may be delaying making a decision. Are there other people they need to interview? Are there more decision levels? How long of a delay is expected?

In turning down an offer, be sure to leave on a pleasant note. The future may hold more opportunities and changes and keeping your doors open will only help you in the long run.

Receiving an Offer

When receiving an offer, always express exuberant appreciation and thankfulness. Tell the employer you wish to have some time to think about it and consult your family if appropriate. Verbally review your understanding of the agreement and tell them when you will follow back.

Accepting an Offer

Once the details have been figured out, you should verbally respond with an acceptance. Again, share your gratitude and appreciation to the person for their time. Express your excitement at the offer and opportunity to offer your skills to the company and position. In addition, request the final offer in writing including title, salary, and negotiated benefits. Most companies will provide this to you. Also ask if there are any preliminary conditions such as medical examination or reference checks. Make sure you understand the starting date and your direct supervisor.

Send a follow-up letter expressing gratitude and confirming all major aspects of the offer. Mention your supervisor and who you might be supervising. Give an overview of the role. If the company is hesitant to give a confirming letter, then write the company a letter of acceptance including the above details.

Rejecting the Offer

If an agreement cannot be achieved or you are taking a different offer, always leave on a pleasant note. If the disagreement was based on compensation, it is not uncommon for a company to come back several months later with another offer. Send a thank-you note and compliment the company and interviewer. Do not necessarily give them details about the offer you finally accepted.

KEYS TO SUCCESS

Do's

- Create a summary of qualifications that describes your background in a complete and concise manner.
- Develop a results-oriented resume that stresses accomplishments over duties and responsibilities.
- Build a list of friends and acquaintances who can assist you in obtaining information and interviews.
- Prepare an explanation as to the reason you are available and looking for work.
- Generate a record-keeping system for contacts, correspondence, interviews, offers, and related activities.
- Compile an extensive list of potential employers that may have a suitable opportunity for you.
- Practice interviewing.

Don'ts

- Don't establish inflexible salary requirements in a cover letter or interview. Being "open" is the best approach. It will allow for a greater range of opportunities that might not be obvious at the outset. You can always say "No" if any offer is unappealing.
- Don't use a resume that is too brief or too lengthy. Be sure it is not gimmicky and does not include salary information, religious or political data, a photograph, or reasons for leaving previous positions.
- Don't disregard any reasonable job sources because they appear to have limited potential or have not developed any previous leads. Avoid letting the prejudices of friends and acquaintances influence you on this.
- Don't state that you are unemployed. If asked, have a prepared response.
- Don't criticize your previous employer. If you give the impression that there have been some severe conflicts and serious problems in your former business relationships, this information can be detrimental to you. Instead use expressions like "greater opportunities" or "philosophical differences". Your answers should be as close to the truth as possible.

Setting Expectations

Throughout the years, candidates have expressed their unhappiness about the entire process of finding a new position. Many people become discouraged at their progress in a company and/or at the length of time that it takes to find a new job. It might be beneficial to examine the factors which they do not like to obtain a more realistic understanding of what lies ahead. The topics mentioned most frequently are:

1. Rejection - No one likes to be told "we don't need your services," yet this message will be repeated constantly to you. Therefore, you must learn to be thick-skinned and not take this rejection personally. A batting average of .333 is considered to be excellent in baseball; however, it still means that the batter was retired (rejected) in two-thirds of his hitting attempts. The emphasis is placed on the hits although they are much fewer than the outs. Likewise, the job hunter must concentrate on the positive responses (invitations to interview) while taking the rejections (no interest letters) in stride.

2. Interviews - There is no reason to be intimidated by this screening device. While it is natural to be somewhat nervous, remember that the employer is there for the sole purpose of hiring someone. With the right preparation, there is no reason that you should not be considered as a serious candidate.
3. Personnel Departments - These organizations must process hundreds (in some cases, thousands) of candidates each year. Often mistakes are made (resumes are lost or misfiled) and therefore follow-up is always critical. Correspondence is lost in the company's internal mailing system.
4. Delays - The degree of urgency in completing the hiring process is greatest among the candidates themselves. You should never expect employment representatives and hiring managers to concentrate entirely on your candidacy to the exclusion of their other duties and responsibilities within the company.
5. Correspondence - Expect that you will not hear from more than half of the employers whom you contact. Also, the language of their responses may be insensitive to your feelings or the letters may be pre-printed. Try to overlook these failings and concentrate on the positive replies.
6. Cattle Drives - The impersonal treatment of people can occur when large volumes of resumes and candidates are being considered. If you find this trait is apparent throughout an organization, it is best to eliminate it from consideration.
7. Company Attitudes - Do not be misled by superior or cavalier attitudes that you may encounter. Decide whether the people displaying these characteristics will have any effect on your career within the company. If not, try to tolerate their arrogance and incompetence as their presence will soon pass.
8. Game Playing - If you can accept the delays, multi-interviews, salary negotiations, testing, and other events as "game playing," then you will not become exasperated and react in a negative manner.

There seems to exist within human nature a quality which forces people to dwell on negative forces instead of proceeding to the positive ones. In job hunting and other personal activities, it impedes your progress.

Job Hunting Errors

Many people unwittingly sabotage their own job search by failing to pay attention to "the basics." As a result, job hunting takes much longer than is necessary for these individuals, especially when they overlook fundamentals like resume development and interviewing preparation.

A survey among prominent recruiters associated with employment agencies, executive search firms, and corporate personnel departments found the following major mistakes that prevent job seekers from securing new positions.

- Poor Resume - This document is used as a screening device by most employers. If prepared poorly, it can quickly eliminate you from consideration. The resume should describe education and experience in a concise, well-written format. Accomplishments should be emphasized over duties and responsibilities.
- Failure to Network - Friends, acquaintances, and their referrals are the most effective job sources for most candidates, especially in senior level positions. They are often overlooked or avoided for a variety of unacceptable reasons. Job hunters must be aggressive in developing and pursuing leads from these contacts.

- Limiting Job Sources . Classified ads, employment agencies, executive search firms, and college placement offices are valuable sources. Any dislikes or prejudices should be disregarded in favor of using them to complete a total job search. Thousands of candidates are hired annually through these sources.

Periodic Reflection

Periodically you should reflect on how you are spending your time. Here are some questions to ask yourself in order to keep your plan in perspective and on track.

- How realistic are my deadline dates?
- What have I learned so far that should influence my future plan?
- How should I spend my time differently?
- What have I done so far that has the most potential?
- What are the roadblocks? How can I get around the block?
- What new steps should I consider?
- What resources add the most value to my job search?
- How am I feeling about how things are going?
- What kinds of follow-up activities should I add to my plan?
- Where can I get more support for my efforts?

THE NEW JOB

When you begin your new job, it's critical that you adopt an attitude that you're there to learn and grow. Arrive with your ears and eyes open. Don't make hasty judgments.

Teaming with your New Manager

Identify specific goals and priorities as early as possible. Some suggestions include...

- Agree on a schedule of activities for the first 30 days. This should include meetings, introductions, and orientations.
- Learn about your manager's and department's goals short and long term.
- Develop a short term plan and discuss it with your manager.
- Meet regularly and discuss performance expectations.

Informal Power Networks

In every organization there is an informal power network. Observe and watch for the political ways in which this organization functions. Try to discover...

- Who really reports to whom?
- Who makes decisions as to hiring, promotions, transfers, and terminations?
- What makes decisions about new directions?
- Whose criticism is listened to most?
- Whose advice is sought out?
- Whose suggestions are treated like orders?
- Who acts without waiting for approval?

Communication Patterns

- Who speaks to whom?
- Who confides in whom?
- What is the “power chain” to reach a decision?

Feedback Networks

With subordinates...

- Do you clearly understand my expectations of you?
- Do you understand how your job and role fits into the bigger picture?
- Do you feel you're working to your level of ability and using your experience? What suggestions do you have?
- Are you receiving the necessary feedback?
- What can I do to help you function more effectively and efficiently?

With peers...

- Are you getting the support you want from me?
- Are you comfortable with the way I'm functioning so we can complement and not hinder each other?
- What changes have you noticed since I joined the organization?

Self Assessment in New Job

How are you feeling?

- I'm not making enough money to meet my needs.
- Fringe benefits are inadequate
- My job is not clearly defined
- My level of authority is fuzzy and distorted
- My job is taxing me physically/mentally/emotionally
- I don't understand the company's goals
- I believe I'm being taken for granted
- I ought to be doing more meaningful work
- I need more frequent feedback/reviews
- My good work is not rewarded
- I don't have access to my boss
- I am dragging myself to work each day
- I feel I am over or under supervised

You have many options depending on your response to these statements. You could choose to meet with your supervisor and expand your job, find another position in the same company, make plans for a future change, build skills, etc.

Keys to Career Success

Millions of Americans are unhappy in their jobs, yet fail to realize that they can influence their career direction and chances for promotion. The one common trait shared by successful people is that they do not sit back and wait for good things to happen to them. Not everyone can reach the top, but there is always room for significant improvement.

Plan for Success

In planning your career, you do not want to wait until you are stymied in a position or having other frustrations at work. Career success does not just happen to most people, it takes careful planning and execution.

To begin, you should:

- Identify likely positions of interest within your organization and determine the qualifications needed to obtain them.
- Obtain visibility with your employer by volunteering for special, and possibly unattractive projects.
- Consider taking courses to obtain a degree or advanced degree, or attending seminars and conferences to keep up-to-date on developments in your profession.
- Join and participate actively in local and/or national associations that cater to your areas of interest.
- Improve your communications skills. Take special courses, if necessary.
- Avoid clock watching and spend extra time before and after work hours in learning more about your job.
- Continue to build your list of accomplishments at your new job.

Market Yourself Internally

Some experts recommend that you package yourself so that you are marketable inside the organization and take the following actions:

- Identify the successful people in the company and emulate their behavior. Learn how they prepared themselves. If possible, try to obtain a mentor who will advise you on the best course of action.
- Research and understand how the promotion policy works. Become familiar with management development, selection planning, and job posting programs. Discuss your career with the personnel department.
- Sit down with your boss and find out what is expected of you and how your performance will be measured. Learn what is important to him or her.
- Perform every assigned task in a conscientious and expedient manner. Ask for a critique of your performance.
- Meet your deadlines and do not hesitate to seek out additional assignments and responsibilities.
- Pay attention to your dress and grooming and take the necessary steps to keep in good health.
- Get involved with a community service activity or a company charity project. Demonstrate your flexibility.

You cannot overemphasize the importance of creating and maintaining a positive impression on a personal and professional basis. Calling attention to yourself can be most beneficial to your career.

Most successful people will emphasize the importance of being a good listener and asking for advice whenever it can be useful. They are not reluctant to recommend that a change in employers might be the only answer if your career is being impeded in a company or if the outlook for the organization is questionable. Outplacement firms have found that an individual's discontent in a job has been responsible for poor performance eventually leading to his (her) release. In many instances, their careers with the prior employers might have been saved if they had taken some direct action to increase their skills level. You can improve and control your situation if you will take the time to work at it. Do not shy away from attention. It helps to let your boss know that you are a team player and doing a good job.

SUMMARY

Successful Job Hunters

- Have a neat resume
- Work 40-50 hours each week on getting a job
- Use people as a job source
- Learn about a company before interviewing
- Practice answering the "Tell me about yourself" question
- Look professional
- Have a positive attitude

Mobilize our inner resources and strengths.

Good luck in your self-discovery quest and your search for personal fulfillment and productivity in your next job/career.

WORKSHEETS & HANDOUTS LIST



1. Self-Checklist
2. Self-Assessment
3. Ideal Job
4. Accomplishment Statements
5. Adjectives and Verbs
6. Goals
7. Identifying Income Sources
8. Identifying Expenses
9. Resume Planner
10. Cover Letter Samples
11. Correspondence Log
12. Contact List
13. Network Contact Record
14. Telephone Scripts
15. Internet
16. Book List
17. Calendar
18. Weekly Action Plan
19. 2 Minute Commercial
20. Question List
21. Post Interview Checklist
22. Job Evaluation Checklist
23. References
24. Reference Checklist
25. Contemporary Resume Sample
26. Elegant Resume Sample
27. Professional Resume Sample
28. Real Resume Sample
29. ASCII Resume Sample
30. Sample Retail Resumes

SELF-CHECKLIST



Here is a list of aspects and qualities which are common in a work environment. As you read each idea, determine the level of your interest by marking a score from 1 to 10 (10 is the highest).

- () I need to work in a highly interactive group environment.
- () I must have clear job responsibilities and defined objectives in my work.
- () I need to have clear-cut authority lines in order to get my job done.
- () Challenge is the key motivator in my idea of work.
- () I prefer an organization that is decentralized, casual and informal.
- () I need to have frequent feedback on my work results or I lose perspective.
- () I believe the key to moving upward in any organization is in developing strong loyalty bonds with supervisors, working long hours, and the willingness to remain flexible to take any assignment.
- () Management is critical to me since it meets my needs for power, money, status and control.
- () Structure in my job is critical to my sense of well-being.
- () Exhibiting a high level of physical energy on my job is essential to being successful.
- () I need to work with a company that will allow me a high level of freedom and the ability to be creative and spontaneous.
- () I require a position that offers me the potential to achieve upward mobility.
- () I need to have good company benefits such as health insurance, auto allowance, stock options, a retirement program and a pension plan to feel secure.
- () I require a position that is viewed by me, my family, and significant others as powerful and influential.
- () I require a position which will support my sense of self-esteem, my ethics, and my personal values.

Based upon the answers you have given to the above questions, how would you evaluate your career satisfaction up to this period of time.

Excellent ____ Good ____ Average ____ Below Average ____ Poor ____

SELF ASSESSMENT



What activities gave you job satisfaction at work? What did you enjoy the most?

What was the most satisfying position you have had up to now? What elements made it so rewarding? (relationships, challenges, environment, rewards, etc.)

For your perfect job, what are the 5 most important features? (location, boss, responsibilities, rewards, products)

Describe your ideal work environment for maximum productivity.

What do you do with your non-work time? What percentage of time to you spend on each activity?

What conclusions can you draw about yourself and where you prefer to spend your time?

What are the major qualities you admire about yourself in your work life?

What 5 talents or skills are you proud of that make you successful in your job?

What qualities and talents do others see in you?

What qualities or traits do you believe limit you in reaching your potential? Are you willing to overcome these limitations? How?

What have your supervisors thought of your job performance the last year?

What situations create the most stress and/or dissatisfaction for you at work?

What are the 5 most important needs for your job satisfaction?

What traits are most important in your supervisor?

What is your own management style?

IDEAL JOB



Use the following criteria to define your ideal job. These criteria will be useful to refer to when reviewing advertisements, offers, and other opportunities.

What activities do you most enjoy at work?

Describe your ideal supervisor. (think about good and bad supervisors)

What is your ideal compensation? _____

Rate the following on a 1-5 scale with 5 being the most important.

Next, narrow your list to the top 10 and prioritize them starting with #1.

Description	Rating (1-5)	Top 10
Compensation		
Responsibilities		
Supervisor Compatability		
Benefits/ Insurance		
401K Program		
Bonus Program		
Advancement Opportunities		
Special Perks		
Training Programs		
Education Programs (college)		
Company Size		
Company Stability		
Geographic Location		
Spouse Job Hunting Assistance		
Organizational Structure		
Visibility		
Company Image/ Reputation		
Travel		
Title		
Working Environment		

ACCOMPLISHMENT STATEMENTS

Position Title: _____



My work responsibilities were...

The problems I encountered included...

The actions I took to solve the problems were...

The results of my actions were...

ACCOMPLISHMENT STATEMENT FOR RESUME

ADJECTIVES

Accurate
 Achievement-oriented
 Active
 Adaptable
 Adept
 Adventurous
 Alert
 Ambitious
 Analytical
 Appreciative
 Approachable
 Assertive
 Astute
 Attentive
 Authoritative
 Available
 Calm
 Candid
 Cautious
 Challenges
 Charismatic
 Clear
 Coaches
 Comfort
 Competent
 Conscientious
 Considerate
 Consistent
 Constructive
 Cooperative
 Creative
 Decisive
 Dedicated
 Deliberate
 Dependable
 Detailed
 Determined
 Diligent
 Diplomatic
 Disciplined
 Driving
 Dynamic
 Economical
 Efficient
 Energetic
 Enthusiastic
 Exceptional
 Excited
 Experienced
 Expert
 Fair
 Firm
 Flexible

Gives timely feedback
 Hard Worker
 Helpful
 Honest
 Humor
 Imaginative
 Independent
 Innovative
 Inspired
 Integrity
 Intense
 Interested
 Knowledgeable
 Leader
 Learning
 Listens
 Logical
 Loyal
 Methodical
 Motivated
 Objective
 Open
 Open-minded
 Order
 Organized
 Outgoing
 Outstanding
 Patient
 Penetrating
 Perceptive
 Persevering
 Persistent
 Personable
 Pioneering
 Positive
 Practical
 Professional
 Proud
 Punctual
 Quick worker
 Rational
 Realistic
 Relationships Built
 Reliable
 Resourceful
 Respected
 Respectful
 Responsible
 Responsive
 Role Model

Self-discipline
 Self-reliant
 Sensitive
 Sincere
 Sophisticated
 Spontaneity
 Strong
 Supportive
 Systematic
 Tactful
 Talented
 Thankful
 Thorough
 Trustworthy
 Understanding
 Unique
 Unusual
 Versatile
 Vigorous
 Well-Balanced
 Will Travel
 Well-Balanced



VERBS

Abolished	Continued	Generated	Pioneered	Set up
Accepted	Controlled	Guided	Planned	Sharpened
Accelerated	Converted	Halted	Preceded	Signified
Accomplished	Convinced	Headed	Precipitated	Simplified
Accrued	Coordinated	Illustrated	Pre-empted	Sold
Accumulated	Corrected	Implemented	Prepared	Solidified
Achieved	Created	Improved	Presented	Solved
Acquired	Cut	Improvised	Pressured	Sparked
Acted	Decentralized	Increased	Prevailed	Spearheaded
Adapted	Decided	Influenced	Prevented	Specified
Adjusted	Dedicated	Initiated	Processed	Staffed
Administered	Defined	Innovated	Procured	Standardized
Advanced	Delegated	Inspected	Produced	Started
Advertised	Delivered	Inspired	Programmed	Stated
Advised	Demonstrated	Installed	Prolonged	Stimulated
Alleviated	Deregulated	Instituted	Promoted	Stipulated
Allocated	Designated	Interfaced	Prompted	Stopped
Amplified	Determined	Interpreted	Proposed	Streamlined
Analyzed	Designed	Interviewed	Protected	Strengthened
Anticipated	Determined	Introduced	Provided	Stretched
Applied	Deterred	Instructed	Provoked	Structured
Appointed	Developed	Insured	Publicized	Studied
Apprised	Devised	Interceded	Published	Succeeded
Appropriated	Directed	Invented	Purchased	Summarized
Approved	Discontinued	Invested	Pursued	Superseded
Arranged	Discovered	Investigated	Ratified	Supervised
Assembled	Dismissed	Issued	Recommended	Supported
Assessed	Divided	Joined	Recruited	Surveyed
Assured	Documented	Judged	Redesigned	Sustained
Attained	Doubled	Justified	Redeveloped	Systematized
Attracted	Drive	Launched	Reduced	Tabulated
Audited	Earned	Led	Re-evaluated	Terminated
Authorized	Edited	Licensed	Referred	Tested
Averted	Effected	Limited	Refined	Traced
Avoided	Elected	Liquidated	Regulated	Tracked
Balanced	Elevated	Located	Rejected	Traded
Bargained	Eliminated	Made	Related	Trained
Bolstered	Employed	Maintained	Relinquished	Transferred
Bought	Enforced	Managed	Re-negotiated	Transformed
Briefed	Enhanced	Marketed	Reorganized	Translated
Brought	Escalated	Measured	Represented	Trimmed
Built	Established	Minimized	Reported	Uncovered
Calculated	Evaluated	Modernized	Represented	Undertook
Centralized	Evolved	Motivated	Restored	Unified
Classified	Examined	Negotiated	Retained	United
Collaborated	Exceeded	Observed	Reversed	Upgraded
Combined	Executed	Obtained	Reviewed	Unraveled
Committed	Expanded	Offered	Researched	Utilized
Communicated	Extradited	Operated	Resolved	Vacated
Compensated	Extracted	Orchestrated	Resourced	Validated
Compiled	Facilitated	Organized	Revised	Varied
Completed	Figured	Originated	Revitalized	Verified
Composed	Filled	Packaged	Scheduled	Widened
Computed	Financed	Participated	Screened	Withdraw
Conceived	Floated	Passed	Secured	Won
Concentrated	Followed-up	Penetrated	Selected	Worked
Concluded	Forecasted	Perfected	Separated	Wrote
Conducted	Formed	Performed	Served	
Consolidated	Formulated	Persuaded	Serviced	
Consulted	Founded	Piloted	Settled	



GOALS



10 Years
Career Objectives
Personal Objectives
Financial Objectives:
Life Style:

5 Years
Career Objectives
Personal Objectives
Financial Objectives:
Life Style:

2 Years
Career Objectives
Personal Objectives
Financial Objectives:
Life Style:

IDENTIFYING INCOME SOURCES

Identify all of your sources of cash that could be considered immediately available (other than selling anything or obtaining a loan).



Severance Pay:

Vacation Pay:

Current Cash:

Credit Union Acct:

Checking Acct:

Savings Acct:

Rental Income:

Spouse's Pay:

Pension:

Other Income:

TOTAL IMMEDIATE

INCOME

Month of _____

IDENTIFYING EXPENSES



	TOTAL AMOUNT	PYMT PRIORITY	PYMT TERMS	MONTHLY PYMT
Mortgage/Rent	_____	_____	_____	_____
Loans	_____	_____	_____	_____
Auto	_____	_____	_____	_____
Appliances	_____	_____	_____	_____
Revolving	_____	_____	_____	_____
Pledges	_____	_____	_____	_____
Taxes	_____	_____	_____	_____
Electricity	_____	_____	_____	_____
Gas	_____	_____	_____	_____
Water	_____	_____	_____	_____
Refuse Collect	_____	_____	_____	_____
Repairs	_____	_____	_____	_____
Food	_____	_____	_____	_____
Clothing	_____	_____	_____	_____
Medical	_____	_____	_____	_____
Dental	_____	_____	_____	_____
Insurance	_____	_____	_____	_____
- Auto	_____	_____	_____	_____
- Home	_____	_____	_____	_____
- Life	_____	_____	_____	_____
- Disability	_____	_____	_____	_____
- Medical	_____	_____	_____	_____
Cleaners	_____	_____	_____	_____
Books/papers	_____	_____	_____	_____
Auto:	_____	_____	_____	_____
- Gas	_____	_____	_____	_____
- Maintenance	_____	_____	_____	_____
- Payments	_____	_____	_____	_____
Clubs	_____	_____	_____	_____
Recreation	_____	_____	_____	_____
Entertainment	_____	_____	_____	_____
Savings	_____	_____	_____	_____
- Personal	_____	_____	_____	_____
- Children	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
TOTAL EXP				\$ _____
TOTAL INCOME				\$ _____
DIFFERENCE				\$ _____

Payment Terms

- PI: Pay immediately
- PS: Pay some amount
- DP: Delay payment

RESUME PLANNER



Introduction

Name: _____
Address: _____
City: _____
State and Zip Code: _____
Telephone: _____
E-Mail: _____

Objectives/Background Summary/Key Words (choose one)

Business Experience (Complete for each position)

1. Company: _____
Location: _____
Description of Co.: _____
Dates Employed: _____
Job Title: _____
Description: _____
Accomplishments: _____

Duties/Responsibilities: _____

Supervisory Role: _____
2. Company: _____
Location: _____
Description of Co.: _____
Dates Employed: _____
Job Title: _____
Description: _____
Accomplishments: _____

Duties/Responsibilities: _____

Supervisory Role: _____

3. Company: _____
Location: _____
Description of Co.: _____
Dates Employed: _____
Job Title: _____
Description: _____
Accomplishments: _____

Duties/Responsibilities: _____

Supervisory Role: _____

Education

High School: _____
College (Undergraduate): _____
College (Graduate): _____
Additional Courses: _____

Professional Activities

Organizations/Involvement: _____

Other

Hobbies/Interests: _____

Community Projects: _____

Military Experience: _____

Honors/Awards: _____

COVER LETTERS



ELEMENTS:

Paragraph 1: Why are you writing

Paragraph 2: Describe the company

Paragraph 3: Describe your experience

Paragraph 4: How can you be contacted?

SAMPLE COVER LETTERS



Sample Broadcast Letter

Ms. Sandra Phillips
Director, Syndication
Overseas Television Corporation
555 Fourth Avenue
New York, New York 10011

Dear Ms. Phillips:

As executive secretary to the Vice President of Syndication at Universal Studios, I have more than eight years of experience in office management, syndicated television sales/distribution, statistical reports, contracts, word processing and general secretarial procedures.

My accomplishments include:

- Maintained reports and tracked sales on twelve first-run programs in nationwide distribution.
- Acted as liaison with executives and staff at all levels of television stations.
- Coordinated sales contract preparation from initial sale to final acceptance.

I am relocating to the New York area this year and am looking for a position that would provide me with an opportunity to expand my experience in the field of syndication. I am aware of the fine reputation your organization has in the international market and would appreciate an opportunity to discuss my future plans with you.

I will be in New York later this month, and I will call you to see if there is a convenient time that we might meet.

Sincerely,

Janice Broadman

Enclosure

Sample to Search Firm

Heading
Name
Title
Company
Address

Dear Sir/Madam:

Enclosed is a copy of my resume for your review against current client assignments.

I seek a position as a controller or vice president of finance with a small to medium-sized company.

My background includes fifteen years of financial experience, eleven of which have been in the retail industry and four in public accounting. I have a B.S. degree in Accounting from Brooklyn College.

Should you be recruiting for a financial executive in the \$45,000-50,000 salary range, please contact me. I would appreciate the opportunity of a personal interview to relate specific experiences that fit your needs.

Sincerely yours,

Elias Smith
3437 Northwest
Seattle, Washington 98122
(602)323-6711

Sample Broadcast Letter

Heading:
Name
Title
Company
Address

Dear _____

I have 18 years of profit-and-loss management experience in high-technology industries and an M.S. in engineering. My successful record in general management in line positions includes extensive experience in the mechanical, hydraulic, and electronic industries and recognized accomplishments in all disciplines of a production business, including turnarounds, start-ups, mergers, acquisitions, and foreign sales agreements.

As a group vice president with responsibility for seven divisions, I restructured the group to meet corporate objectives by doubling size and profits of one division by negotiating a unique sales/marketing agreement with a Japanese company, phasing out a division in a dying market without a loss and selling one at a substantial profit, and establishing a new division that grew to \$3.5 M in three years.

As a division manager, I increased profits of a \$30M electronic components division from \$3M to \$4M within one year after taking charge, doubled the size of a military-oriented electromechanical division in four years by penetrating selected industrial markets with new products, and established manufacturing facilities in Puerto Rico for tax-free advantages and in Mexico for labor-cost advantages.

I have devised numerous innovative management techniques that have contributed to the above accomplishments. The following examples are applicable to most production businesses: development of a formula whereby sales personnel earn incentive compensation by maximizing profits rather than volume; installation of a unique "operator-involved" performance reporting system that improved production performance by 15 percent; evolution of a comprehensive managers' quarterly performance review outline that has uncovered potential problems, improved performance to plan, and eliminated communications problems; compilation of a definitive paper outlining the management do's and don'ts necessary to achieve maximum return from acquisitions.

I would appreciate the opportunity to discuss the advantages of these management concepts as they apply to your operations. I can be reached at (714)233-1214 or (213)979-9120 during the upcoming week. If this is inconvenient for you, I will call you before the end of the month to arrange for an appointment.

Yours truly,

Sam Alterdice

INTERNET



Internet Resumes

You should have 2 versions of your resume. The hard copy mail version and an electronic version. The electronic version may have the same content but is in a different format. The electronic version is helpful for internet job searches. It can also be easily scanned by HR departments and should therefore be full of keywords.

Overall Tips for Scannable and Internet Resumes

- Think Nouns not Verbs because emphasizing nouns (i.e. key words) in your resume will make it more likely to be selected when employers search from a resume database.
- Less is Better. Use a straight forward font (nothing fancy that could turn into squiggles when downloaded). For the same reason, avoid underlining, **Bold** and *Italic*. Stick to white or beige paper and avoid graphics and shading (computers are set to read text).
- Add Plenty of White Space between text to allow the computer to recognize where a topic ends and another begins.
- Use Common Language. To maximize "hits", use language that everyone knows and avoid abbreviations.
- Keep it Short. New graduates should keep to one printed page, and senior executives should not exceed three printed pages.
- Remove address. Instead of your home address, put your phone number and email address because this will be a public document
- Use Keywords
 - Include industry specific nouns (skill based keywords).
 - Use action verbs to add emphasis; but use them sparingly.
 - Vary the keywords. It is better to say the same thing three different ways than to use the same word repeatedly.
 - Integrate keywords throughout the body of the resume.
 - Keyword blocks should be short and consistent. Break up large blocks into sections.
 - Use current language and industry buzz words.
- Targeting
 - If you know the resume will be posted on a newsgroup or managed in a database then target it to the industry/occupation. Do not target it too narrowly or to a specific job. If the database belongs to a specific employer then target it to the employer.
 - If the resume is being sent to an individual for a specific job then target it to that job.

Plain Text Resumes

Overview

E-mail, newsgroups and most resume databases require you to format your resume in basic text. Plain text resumes have the advantage of being read by most computer programs and are easily transferred through electronic media. The major disadvantage is the loss of fancy formatting. The content of the resume should follow the same standards as a paper resume. Many plain text resumes will be managed in a database so special attention should be given to keywords.

ASCII (American Standard Code for Information Exchange) is a code that allows computers to communicate. ASCII files are also called text files. The strength of ASCII is that all computers can read information in this format. The difficulty is that the only formatting options available are what can be accomplished with keystrokes on the keyboard. That eliminates **bold**, *italic*, underline, fancy fonts, large fonts, and word wrap. It also makes it more difficult to indent, center, right justify or create lists. With a little creativity it is possible to create an attractive text resume.

Quick Steps

(the quick and easy way):

1. Save As your hard copy version with a new file name.
2. Save As again as an "RTF" file format. (In the Save As window under "Save as Type")
3. Fix formatting because bullets and tabs will change
4. Send it to yourself or a friend to check the format.

Tips for Formatting

Here are some tips for Plaintext Resumes...

- Use capital letters for EMPHASIS, but not for the entire text. It is harder to read and is the electronic equivalent to yelling. Use instead of bolding.
- Use double returns to create white space.
- Use white space to break up sections.
- Use spaces to indent.
- Use asterisk (*) to bullet. Be sure to put a space between the asterisk and the text.
- See the [Riley Guide of Resume Databases on the Internet](#) for a listing of resume posting services
- Keep sections short and concise.
- Insert hard returns at the end of each line. The resume may word wrap on the screen, but when you send or post it you may have lines that extend beyond the right margin.
- Use 66 characters for your line length to ensure that your resume stays formatted.

Hypertext Resumes

Overview

Hypertext resumes take advantage of the features of the World Wide Web. They may include graphics, video, sound, hypertext links, direct e-mail and more. Some sites that post resumes require them to be formatted in Hypertext Markup Language (HTML). Many progressive job seekers are creating professional web sites which include their resume information. The cost to set up such a site can be reasonable. Many Internet service providers include space for a web page as part of their service package.

Creating hypertext documents, web sites and an Internet presence is an extensive topic. There are hundreds of resources on the Internet, in bookstores and in libraries to help you in this effort. Most of the major word processing programs have software additions that translate documents into HTML. There are software products on the market designed specifically for writing web pages.

How you use your resume is just as important as how it is written. Placing a web page resume on the Internet, hoping an employer will stumble on it, is like leaving your paper resume laying around in public places as a job search strategy. Actively refer your contacts to your web page. Include your Internet address in your paper cover letters and e-mail correspondence.

Tips for Formatting

Here are some general tips for hypertext resumes:

- If you have a personal web page, keep it separate from your professional web page. Personal information does not belong in your job search.
- Use graphics sparingly and only those that enhance your professional image. Be sure your resume is readable and attractive with the graphics turned off.
- Consider making your site more than just your paper resume on-line. Include more detail about your qualifications, work samples and accomplishments.
- A good home page should begin with a menu or table of contents. Your site should not jump right in to the body. It should capture the reader's interest and allow them to chose what they would like to view.
- If you chose to include pictures of yourself keep them professional. Place pictures in the body of the document, not on the home page, and give the reader the option to view them.
- Follow the publishing standards of the World Wide Web. It should also follow the basic standards of resume writing (with a few exceptions).

Web Sites and More



Top Employment Sites

1. www.ajb.dni.us/: America's Job Bank
2. www.careermosaic.com: Career Mosaic. Comprehensive resources allowing
3. for job searches by keyword and company. Newsgroups, company information, and articles are accessible.
4. www.careerpath.com: CareerPath.com. Partners with over 58 major newspapers and over one million users.
5. www.Careerbuilder.com: Manages the resume search and posting process
6. www.Careermag.com: Detailed employment information including job listings, employer profiles, resume database, chat room and career articles.
7. www.Careerweb.com: Multiple features allowing "pushes" of jobs to candidates via e-mail.
8. www.Headhunter.net: Jobs stay current and boasts over 160,000 job listings on July 8, 1999.
9. www.Joboptions.com: Large resume database, e-mail forwarding, and a new navigation tool to focus on best jobs.
10. www.Nationjob.com: Contains specialty pages, a personal job scout, & cross-posting of jobs.
11. www.espan.com: E.span
12. www.monster.com: Monster Board. Ability to search by company name, location, discipline, industry, job title, or a combination.
13. www.classifieds.yahoo.com/employment.html: Yahoo
14. www.mnworkforcecenter.org/cjs/cjs_site/netguide/net4.htm
15. www.ctdol.state.ct.us/progsupt/unemplt/faqui.htm
16. www.career.com: Career.Com
17. www.careercast.com: CareerCast
18. www.jobbankusa.com: JobBank USA
19. www.jobdirect.com Job Direct
20. www.nationjob.com NationJob Network
21. www.net-temps.com Net-Temps
22. www.topjobsusa.com: TOPjobs USA
23. www.wantedjobs.com: Wanted Jobs
24. www.jobfind.com: JobFind.com
25. www.Hotjobs.com. Provides fast, controlled access to the hottest employment opportunities.
26. www.net-temps.com (Select the "Area" dropdown box) Contains excellent information on staffing services.
27. www.ctdol.state.ct.us: Provides information about Unemployment in Connecticut. Click "Agencies, Divisions, Units, and Partnerships" then select from several options about employment in the top section.

Researching Job Search Tools

- www.provenresumes.com
- www.careerlab.com
- www.corporateinformation.com
- www.dbmcom/jobguide/employer.html The Riley Guide
- www.ups.purdue.edu/Student/research.htm

Descriptions of Major Job Listing Sites

ajb.com

The US Department of Labor and the state operated public Employment Services have partnered to create one of the largest job listing sites containing hundreds of thousands of jobs nationwide, representing all types of work mostly in the private sector. A number of options exist for searching this database which has links to many state employment services. A free registration service is available allowing you to create and store custom searches for future use as well as creating individual cover letters for each job to which you are applying. Registration also allows you to create an electronic resume via a "fill in the blanks" form. Your resume will exist in their database to be searched by potential employers.

careermosaic.com/cmlhome.html

This site is one of the oldest online recruiting sites having been created in 1994. It is one of the easiest to use, as well as one of the largest. You can search by description, title, company, and location. An extremely useful zip code tool allows you to view all job openings within a given distance from any zip code in the country. CareerMosaic indexes postings from more than 20 job-related newsgroups in addition to its own postings. You may post your resume at this site for free to be searched by job recruiters, however be aware that there is no option to block private information on your resume from potential viewers. The site offers a comprehensive Career Resource Center with information on job hunting, resume and cover letter writing, relocation resources, wage and salary information and other research tools.

careerpath.com

Co-founded in October of 1995 by six major newspapers (The Boston Globe, Chicago Tribune, Los Angeles Times, The New York Times, San Jose Mercury-News and the Washington Post), CareerPath.com offers listings from the Help Wanted ads of the nations' leading newspapers, and from web sites of leading employers. The listings at this site are particularly current as no listing remains in the database for more than two weeks. The newspaper jobs database is searchable by geography, newspaper, job type and keyword. The employers' listing database is searchable by geography, employer, job type and keyword. Notable features include a "saved job search" function which allows you to specify your search criteria once and store it at the site for future use, and a resume posting feature allowing you to create a complete career profile to be searched by potential employers. Use of these features requires registration which is free.

careers.wsj.com

The *Wall Street Journal* site is exclusively geared toward executive, managerial and professional job seekers. It is an extremely well maintained site which is updated on a daily basis. The site contains articles by Wall Street Journal's career columnists, job hunting advice, industry salary data and trends, human resource issues, tips for new college graduates, as well as entrepreneurial/ franchising and venture capital information. The site features a vast database of jobs which is easily searched by industry, job function, location, academic degree, salary level, experience and keyword. The jobs featured include senior and general management, sales, marketing, finance, technology and a range of related fields.

joboptions.com

One of the original recruiting sites on the Internet, Job Options (previously ESpan) offers a daily updated database of thousands of jobs geared toward professionals. The site is extremely user friendly offering a variety of simple, interchangeable options for creating online resumes, as well as simple steps for searching their job listings. Numerous career tools are offered including writing resumes/cover letters, salary information, industry and business information as well as interactive practice interviews. After preparing your online resume at this site, you can forward your resume to specific companies with one mouse click. You can easily elect to keep your resume "private" which offers a blind profile of you on demand from potential employers. They offer a personal job search agent which will regularly search the database and e-mail you new jobs that match your criteria.

headhunter.net

This site has one of the easiest to use, and has the most complete options for searching their job listing database. Particularly valuable is their wide range of salary levels from which to choose. The jobs which meet your criteria are displayed in a consistent format allowing you to easily see a job description, compensation information and clear contact information. The listings are continually updated and jobs are never over 45 days old. Upon free registration, you may also post your resume in their database.

jobfind.com

This site is geared toward employment in the New England area, and was launched in 1996 by the publisher of the *Boston Herald*. This site allows you to search for jobs by state, area, job category and job title. You also may submit your resume to their database online to be searched by potential employers. Corporate profiles exist for a number of companies in the Boston area and each has a direct link to their employment openings. News services are available through links to sites geared toward national and international employment news, human resources and Boston business news.

monster.com

Established in 1994, monster.com offers thousands of job postings ranging from entry-level to chief executive officers across all industries. You can create an electronic resume online to be searched by potential employers or to apply for jobs listed in the database. You have the option of blocking your private information from viewers if you choose. You may also create a simple profile indicating your desired industry, location and job-specific keywords. A Personal Job Search Agent at this site continually scans the entire job database for opportunities that match your requirements stated in your profile. The results are delivered to your monster.com account which is simple to establish and access on a regular basis. In January of 1999 monster.com merged with the Online Career Center, one of the most mature and best known career sites. Their union has created one of the most powerful career sites on the Internet.

nationjob.com

This site has a large collection of job openings as well as company information. You may search the database by industry, location, education, salary level and keywords. Many of the menu items have multiple levels so searching may take more time than at other sites. You can target a certain group of companies by entering criteria, and then look at the current job openings at those companies. This site also offers a personal job search agent called P.J. Scout which searches the database for new jobs which match your criteria and automatically e-mails them to you on an ongoing basis.

[Job Search Sites by Industry](#)

Note: The abbreviation "http://" should precede the "[www.](#)" In most web site addresses. Most computers will automatically insert this prefix.

Biotechnology

BioOnline	www.bio.com
The Biotechnology Industry Organization	www.bio.org.com
Biosciences	http://golqi.harvard.edu/biopages.html
BioSpace	www.biospace.com
National Center for Biotech. Info	www.ncbi.nlm.nih.gov

Communications

<http://www.ups.purdue.edu/Studentsites.htm>
<http://www.jobweb.org/catapult/jfield.htm>

Education

Higherjobs Online	www.higheredjobs.com
Jobs in Higher Educ. (MA)	www.Volvo.gslis.utexas.edu/~acadres/jobs/U/MA.html www.ups.purdue.edu/student/sites.htm www.jobweb.org/catapult/jfield.htm

Engineering

<http://www.ups.purdue.edu/Student.sites.htm>

Financial Services

Financial Job Network	www.financialjobnet.com
Financial/Accounting/Insurance	www.nationjob.com/financial
Mass. Society of CPAs	www.mscaonline.org
Accounting & Finance Jobs	www.accountingjobs.com
See Accounting & Finance	www.ups.purdue.edu/student.sites.htm

Government

www.jobweb.org/catapult/jfield.htm

Healthcare

Hospital Web	uro-www2.mgh.harvard.edu/hospitalwebusa.html
Health and Life Science	www.ups.purdue.edu/student/sites.htm
Healthcare	www.jobweb.org/catapult/jfield.htm

Human Resources

SHRM HR Job Openings	www.shrm.org/jobs
NEHRA Job Hotline	www.nehra.com/hotline/hotline.htm
HR Gateway to Internet	www.teleport.com/~erwilson
TCM Career Center	www.tcm.com/hr-careers/career
HR Connections	www.hrjobs.com
HRIM Mall	www.hrimmall.com
HR Management Resources	www.nbs.ntu.ac.uk/staff/lyerj/hrm_link.htm
HR Career Center	www.careermosaic.com/cm/hrcareercenter/hrcc2.html
Connecticut College	www.conncoll.edu/ccinfo/ocs.folder/webexchange.html
HR Networking Homepage	www.hrreport.com/

HR World

www.hrworld.com

High Technology

See Science and Technology

www.jobweb.org/catapultjfield.htm

See Computer and info Sciences

www.cco.purdue.edu/Student/sites.htm

Job Searching - Technical

jobsearchtech.miningco.com/mbody.htm

ADEPT Consulting

www.adeptinc.com

CIO OnLine

www.cio.com

Infoworks

www.infoworks.com

International Jobs

www.dbm.com/jobguide/internat.html

www.ups.purdue.edu/Student/internal.htm

www.internationaljobs.org/index.html

www.onesmallplanet.com

www.europages.com

www.hws.edu/ADM/odc/webex.html

Legal

www.Emplawynet.com <http://www.lawjobs.com>

www.abanet.org

www.legalemploy.com/

www.nesl.edu/career/legal.htm

www.amlawjobs.com

www.counselconnect.com/career/body_ctad.html

Manufacturing

www.JobsInManufacturing.com

www.teksourcejobs.com

www.nationjob.com

www.careermag.com

<http://ipa.com/search.html>

Not for Profit

www.npyp.net

www.notforprofitcareer.com

www.jobweb.org/catapult/jfield/htm

www.clark.net/pub/pwalker

www.opnocs.org

Operations/General Management

www.ups.purdue.edu/student/sites.htm

www.ceoexpress.com

www.jobweb.org/catapult/jfield/htm

Purchasing

www.pmaboston.org

www.napm.org

www.bssc.org

www.asqc.org

Restaurant/Hotel/Tourism

www.cco.purdue.edu/Student/sites.htm

Retail

www.retailjobnet.com <http://www.fashionexch.com>

Sales and Marketing

<http://bates.edu/admin/offices/career/search/sales.html>

Social Sciences

www.cco.purdue.edu/Student/sites.htm

Venture Capital

www.dgtlmrktplce.com/capitalmarkets/cmd/venture.funds/index.html

www.boston.com/business/emerging/venture.htm

<http://209.67.194.61/index.asp>

Career Exploration Sites

America's Career InfoNet <http://www.acinet.org>

Sponsored by the U.S. Employment and Training Administration, this site contains occupational information that will assist you in your employment search and increase your understanding of the job market. You can find information about the employment outlook, earnings and training for specific occupations, as well as geographic profiles for each state. A substantial Career Resource Library offers extensive links for career exploration, employment trends, locating and researching employers, salary and relocation information, and education/training sources. A handy resource is also a collection of state career information sites.

JobSmart <http://www.jobsmart.org>

Don't be misled by the descriptors at this site defining it as a "California Job Search Guide." This site contains rich career information, and the majority of it is not geographically specific. There is an excellent collection of links to career guides on the Internet, as well as links for researching industries and companies. Information also exists on how to tap into the hidden job market, and networking tips. A collection of links also exists to over 200 salary surveys on the Internet.

JobWeb <http://www.jobweb.org>

This site, sponsored by the National Association of Colleges and Employers, is one of the best sources of information on career planning and employment for the college-educated workforce. It is an exhaustive resource for career planning issues, with numerous links relating to the process of making career choices. An extensive career library exists with links to reference sources including books, directories, and periodicals. Another notable feature is the site's links to international career planning resources.

Occupational Outlook Handbook <http://stats.bls.gov/ocohome.htm>

Produced by the Bureau of Labor Statistics, his online version of the *Occupational Outlook Handbook* is a nationally recognized source of career information. The *Handbook* is a searchable database of approximately 250 occupations accounting for about 6 out of every 7 jobs in the economy. Descriptive information covers what workers do on the job, working conditions, the training and education needed, earnings, and expected job prospects for each occupation.

Researching Industries Via the Internet

Provide useful information for researching various industries and occupations.

1. **The Occupational Outlook Handbook sponsored by the U.S. Department of Labor**

<http://stats.bls.gov/ocohome.htm>

This site is nicely indexed and allows you to easily search for information on specific occupations. The following information is available for each occupation: Nature of Work; Working Conditions; Employment; Training, Other Qualifications and Advancement; Job Outlook; Earnings; Related Occupations; and Sources of Additional Information.

2. **Career and Educational Guidance Library (at Berkeley)**

<http://www.uhs.berkeley.edu/CareerLibrarylinks/careermehtm>

This site contains over 700 links to sites where you can explore career and educational options in over 15 major industries.

3. **Corporate Information - Sector-Specific Information**

<http://www.corporateinformation.comlussector.html>

The links listed at this site present information about U.S. companies within 30 different industries.

4. **Professional Associations**

Many professional associations have Websites which contain rich sources of information about their specific professional area. Many of these sites maintain job listings, and links to other websites with related job listings. Additionally, some provide bulletin boards for their members where professionals share industry information with each other. Some also host listservs (Mailing Lists) which you can subscribe to. See section in this handbook titled "Listservs - (also called Mailing Lists)." To locate professional associations, visit the following websites:

<http://asaenet.org/Gateway/OnhineAssocsljst.html>

<http://www.industry.net>

<http://aristotle.ipl.org/ref/AON>

5. **Listservs (Mailing Lists)**

Listservs, which are industry-focused, provide insider information regarding specific industries. For more detailed information on listservs, refer to the section in this handbook titled "Listservs - (also called Mailing Lists)."

6. **Website "Researching Companies Online" -**

URL: <http://home.sprintmail.com/ldebflanagan/index.html> an excellent business research site presenting a step-by-step process for finding free company information on the World Wide Web. It has links to some of the very best online sources for researching companies. The links are organized by topic, and have brief descriptors. An incredible feature of this site is the creation of very clear, brief step-by-step directions for using every site which has a link. The website creator, Debbie Flanagan, has created one of the very best sites available for online company research. Major topics include:

Researching Employers

- www.companiesonline.com (Dun and Bradstreet's list of companies online): More than 100,000 organizations, government agencies, and schools/universities.
- www.dialog.krinfo.com (Dialog) : More than 450 databases offering information from 50,000 publications.
- www.hoovers.com (Hoover's Online): More than 11,000 public/private organizations with direct links to corporate web sites.
- www.lexis-nexis.com (Lexis/Nexis): Full text access to more than 1,000 publications, specialized legal research
- www.pointcast.com (Point Case): Current national and world news, stock quotes, industry updates.

Free E-Mail Salary websites

• Hotmail
• Rocketmail
• Jailexcite
• Juno

• salarysource.com
• jobsmart.org/tools/salary/index.htm
• wageweb.com
○ homefair.com

Listservs: Tool for tapping the hidden market

• What are listservs?

Listservs are electronic mailing lists relating to a particular subject area. In simple terms, mailing lists are where professionals of particular industries "hang out online and chat."

Numerous listservs exist relating to recreational topics as well.

• How do I subscribe to a listserv?

Listservs are easy to use. Individuals who are interested in the subject area, subscribe to the mailing list (for free) in a very simple sign on process. Once you have subscribed, you will receive a confirmation e-mail message from the list's moderator welcoming you and providing you with instructions on how to post messages, reply to messages, temporarily halt receipt of messages (while on vacation for example) and unsubscribe from the list.

• What happens on a listserv?

You have the option of participating in online discussions on various topical "threads" or simply "lurk" for awhile in the background to see how the list operates. At any given time there are multiple threads of conversation taking place. You can pose questions to the group by sending a message to the subscription list. Any subscriber can respond.

- **How can a listserv help me in my job search process?**

It is a wonderful forum for professionals to share knowledge. It is a great networking tool, and job openings are often posted to these mailing lists. Many recruiters and top managers visit these discussion groups for information and ideas. It is a powerful tool for tapping into the hidden job market

- **Is there a downside to subscribing to a listserv?**

Be aware. . . some lists generate as many 100 e-mails per day. You can scan the subject headings for job openings and delete all other messages, you can lurk” and read messages on topics of particular interest, or you can fully participate in the dialogue.

- **How do I find a listserv that’s right for me?**

The best way to find an appropriate listserv is to ask respected colleagues. During any informational interviews ask the person for a listserv recommendation. Another excellent source is contacting professional organizations. Oftentimes the organization actually hosts a listserv, or they at least can recommends some to you. And, as a last resort, of course there is a “list of lists” on the Internet -<http://www.liszt.com>. Another similar source is the Directory of Scholarly and Professional E-Conferences - <http://www.n2h2comIKOVACS>.

Newsgroups

- **What are newsgroups?**

Newsgroups are connected into a worldwide system of discussion groups (Usenet) carried by thousands of computer systems worldwide. Newsgroups are organized into discussion topics, and cover a vast, uncensored array of topics with over 10,000 discussion areas.

- **Do I subscribe to a newsgroup like I would a listserv?**

No. A newsgroup does not consist of a unified group of people tied together by an e-mail distribution list. Instead, anyone at anytime can access the newsgroup.

- **What happens on a newsgroup?**

It is like a bulletin board, which is very popular and covered with messages. Anyone can post a job, or their resume for viewing by whoever happens to enter the newsgroup at any time. The key for anyone posting to the bulletin board, is to attempt to keep your message from being covered up by the hundreds of others posting on the board. Unlike listservs, there are not threads of discussion occurring.

- **Can a newsgroup help me in my job search process?**

There are hundreds of newsgroups in the U.S. specifically created for job openings. Job newsgroups are categorized by region and/or profession, and can target a specific audience. Jobs and resumes are easily buried by the heavy traffic at these sites. Generally speaking for professional level positions, they are significantly less effective for yielding appropriate job openings.

- **Is there a downside to newsgroups?**

They are unmoderated, so anything goes in regard to etiquette (as compared to moderated listservs). Due to the heavy traffic of the “unwashed masses,” newsgroups are not a considerably effective tool for the job search process of senior level individuals. “The difference between mailing lists and newsgroups is the difference between inviting a few friends over for

wine on a Sunday afternoon, and putting a billboard in your front yard saying "FREE BOOZE HERE!" - Wired Magazine - 2/96

- **How can I find newsgroups worth searching?**

Visit the following websites:

<http://www.ups.purdue.edu/Student/newsgrop.htm>

<http://www.rpi.edu/dept/cdc/newsgroups.html>

<http://news.monad.net/usenet/ne.html>

BOOK LIST



Books for Research

College Placement Annual A detailed breakdown of job classifications and employers' requirements for college graduates. Published by College Placement Annual, P.O. Box 2263 Bethlehem, PA 18001.

Dictionary of Executive Recruiters A listing of over 2300 recruiter offices

Dictionary of Occupational Titles A listing of over 35,000 jobs. Defines each according to a system which uses code numbers to classify each job terms of the type of work performed, training required, physical demands, and working conditions. Published by the U.S. Department of Labor, Bureau of Employment Security. Write: Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402.

Dun & Bradstreet Middle Market Directory A classification by product line and geographic location of the thousands of corporations and businesses with a net worth exceeding \$1 million. Published by Dun & Bradstreet, 99 Church Street, New York, NY 10007.

Dun & Bradstreet Million Dollar Directory, volume I and II Includes 1,600,000 US company information about products, subsidiaries, and often titles.

Encyclopedia of Associations A comprehensive listing of over 1,000 associates and trade groups. Published by Gael Research, Book Towers, Detroit, MI 48226.

Federal Jobs Digest A listing of federal job openings available on a nationwide basis. Published by Federal Jobs Digest, 325 Pennsylvania Avenue, S.E., Washington, DC 20003.

Guide to American Directories Descriptions of over 3,000 directories in hundreds of categories. Published by B. Klein & Company, 11 Third Street, Rye, NY 10050.

The Librarian's Reference Guide An illustrated bibliography to books and publications from the professional and technical associations in the United States. Published by Acropolis Books Ltd., 2400 17th Street N.W., Washington, DC 20009.

Occupational Outlook for College Graduates A guide to career opportunities in a broad range of occupations for which a college degree is, or is becoming the usual background for employment. Published by U.S. Government Printing Office, Washington, DC 20402.

Standard and Poor's Register of Corporations~ Directories, and Executives A compilation of over 250,000 executives in thousands of major corporations, cross-referenced by several different categories. Published by Standard & Poor, Subsidiary of McGraw-Hill, 245 Hudson Street, New York, NY 10014.

Sources of Occupational Information - A listing of information concerning career opportunities in numerous fields and categories, including the federal and state -governments. Published by Randolph Turner, Division of Guidance & Testing, State Department of Education, 751 N.W. Boulevard, Columbus, OH 43212.

Standard Periodical Directory - Outlines of 50,000 directories and reports on hundred of subjects. Published by Oxbridge Publishing Company, 150 E. 52nd Street, New York, NY 10022.

Standard Rate and Data Business Directory - An index, by topic, of the available business and trade publications in thousands of categories and occupational fields. Published by Standards Rate & Data Service, 5201 old Orchard Road, Skokie, IL 60076.

Thomas' Register - Over 100,000 manufacturers are described by product and location. Published by Thomas Publishing Company, 461 Eighth Avenue, New York, NY 10001.

Ward's Business Directory

NOTE: The books listed above are a representative sample of the many titles available.

Books for Job Search Process

What Color is Your Parachute? by Bolles, N.R., (1998)

Job Searching Online for Dummies by Dixon, P. (1998)

Job Hunting for Dummies by Mesmer, M (1995)

Jobsmarts for Twentysomethings by Richardson, GB (1995)

Help with Using the Internet in Your Search by Margaret Riley

Finding a Job Electronically by Steve Lodin

The OCPP Guide to Internet Job Hunting by Jim Neumeister

Do What You Love and the Money Will Follow by Marsha Sinetar

Shifting Gears by Carole Hyatt

The 7 Habits of Highly Effective People by Stephen Covey

JobShift by William Bridges

Who Moved My Cheese by Spencer Johnson

Soar with Your Strengths by Clifton and Nelson

Rights of Passage by John Lox

NOTE: The books listed above are a representative sample of the many titles available.

October

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

2002

November

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

2002

December

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

2002

January

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

2003

February

Sun

Mon

Tue

Wed

Thu

Fri

Sat

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

26

27

28

2003

March

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

2003

2 MINUTE COMMERCIAL



PAST	TRANSITION
FUTURE	END

Summarize the above into bullets for easy reference and practice.

QUESTION LIST



Employer Interview Questions

- Why have you decided to look for a new position?
- What is your present job objective? What are your short term and long term goals?
- Tell me about yourself.
- In your current or last position, what features did you like the most? The least?
- In your current or previous position, what were some of your most significant accomplishments?
- How long would it take you to make a meaningful contribution to this job?
- Do you consider yourself to be a good manager? Explain.
- How many people did you supervise in your last (or current) position?
- How would you be evaluated by your co-workers? Subordinates?
- How do you interact with subordinates? How do you motivate them?
- What motivates you?
- Do you consider yourself a competitive person? Explain.
- Give an example of your creativity, analytical skills, administrative skills, leadership skills.
- As a manager, what did you look for when you hired people?
- Have you ever fired anyone? If yes, what were the circumstances.
- Describe what you consider to be an ideal working environment?
- How would you describe the "ideal" boss?
- Have you helped increase sales? Profits? How?
- What is the largest budget for which you have had responsibility?
- Have you helped reduce costs? If yes, please elaborate.
- What do you think of your current boss? How did you get along with your last boss?
- If I spoke with your previous boss, what would he (she) say are your strong and weak points?
- If you had your choice of jobs and companies, where would you choose?
- What did you like about your last job?
- How do you spend your spare time? Do you have any hobbies?
- How do you feel about joining a much larger company?
- What would you do to improve our firm and how?
- How would you describe your own personality?
- Do you think you would fit into our organization? Why?
- Describe your strengths and weaknesses.
- Can you describe a time when your work was criticized?
- Do you work well under pressure?
- Do you prefer working with others or independently?
- How do you define cooperation?
- How do you define a success?
- Can you recall your last performance appraisal? Explain.
- What is the most difficult assignment you have completed?
- What is the most rewarding assignment you have completed?
- Do you prefer line of staff assignments? Why?
- In your present position, what problems have you identified that had been overlooked?
- What "value added" features do you bring to a job?
- What do you know about our organization/company?
- Why would you want to work for us?
- What factors about this position do you find to be the most interesting? Least interesting?
- Why should we hire you?
- Why has it taken you so long to find a new position?

- How long would you stay with us?
- Are you open to relocation?
- What important trends do you see in our industry?
- What do you consider to be emerging issues in your profession?
- Do you belong to any professional associations?
- What is your present salary?
- When was your last salary review? What type of increase resulted?
- What prerequisites do you have in your present job?
- What are your salary requirements?
- How will you evaluate any job offers?
- How long will it take you to decide upon any offer?
- When are you available to start work?
- Are you satisfied with your career success to this time?
- What career options do you have at the moment?
- How would you assess the current job market?
- Have you had any other interviews? With which companies?
- Do you have any offers? What are the salary figures? What employers have made the offers?
- Do you have any objections to psychological tests?

Candidate Interview Questions

- What are the major duties and responsibilities of the position?
- What areas are the most challenging?
- Describe the typical first year assignment.
- What are the opportunities for personal growth?
- Tell me about you initial and future training programs.
- How often do you conduct performance appraisals? Are they tied to salary increases?
- How is an employee evaluated and promoted?
- In what ways has the position been handled in the past?
- What happened to the person who held this position previously?
- Why haven't you filled this position internally?
- How long has this position been available?
- When do you expect to fill this position?
- What are your expectations for new hires?
- What are my areas of authority?
- Is the position sharply defined or can it be expanded and changed?
- How can you utilize my skills?
- What qualities do you require in your new hires?
- Describe your work environment.
- What makes your firm different from your competitors?
- Why should I want to work for your organization?
- What characteristics does a successful person have at your company?
- Why do you enjoy working for your firm?
- How long have you (the hiring manager) been with the company?
- How would you describe your corporation's personality and management style?
- Does your company have an internal promotion policy?
- What is the mission/vision for the company/department?
- What is the commitment of the company to this position?
- What is a realistic timeframe for advancement?
- What is the salary range for the position?
- What is the next step in the interview process?

Informational Questions

- Where do you see this industry in the next 5 years?
- What changes are taking place in the industry?
- What are some trends in the industry?
- Do you see anything in my background that looks good for the future trends in the industry?
- How could I become better prepared to respond to these trends?
- What are some good sources of information about the industry and its trends?
- Do my qualifications contain any gaps? How should I deal with them?
- How is technology having an impact on your industry?
- What is your perception about _____?
- How does the company handle _____?
- How does your company do _____?
- What niche does your company fill in the industry?
- Tell me more about _____.
- What kinds of recurring problems do you encounter?
- How do you deal with these problems?
- How do you run the business?
- How do you get your customers? Keep them?
- What do you like about the business?
- What are some day-to-day issues you face?
- What is the career progression in your company in your field?
- Which of my skills would you say are the most valuable?
- What was your first reaction to my resume?
- How does it compare to others you've read?
- Does the resume say enough about my experience? Too much?
- Could the format be improved?
- If you did not know me and saw my resume, would you want to call me in for an interview?
- What is the first question you would have upon seeing my resume?
- If you were involved in a job search, what type of things would you be exploring?
- What do you feel is the best way to learn about opportunities in this field? Company?
- If your company were looking for a [title], how would you attract prospective candidates?
- Can you recommend any search firms?
- Which key people would you suggest I talk to in my job search?

POST INTERVIEW CHECKLIST



Complete the following checklist and add your notes. Then, determine an overall rating.

Overall Rating (1-10): _____

Company Name: _____

Date: _____

Interviewer: _____

Length of Meeting: _____

Item	Notes
<input type="checkbox"/> Do you feel good about how it went?	
<input type="checkbox"/> What did you do or say that went well?	
<input type="checkbox"/> What did you do or say that could be improved?	
<input type="checkbox"/> What were the challenging questions?	
<input type="checkbox"/> What topics did you discuss?	
<input type="checkbox"/> Did you communicate key accomplishments?	
<input type="checkbox"/> Did you create a positive picture?	
<input type="checkbox"/> Were you self-confident? Did you appear so?	
<input type="checkbox"/> What phase of the interview was easiest? Hardest?	
<input type="checkbox"/> What did you learn about the interviewer?	
<input type="checkbox"/> What did you learn about the company/ environment?	
<input type="checkbox"/> Is the job interesting to you?	
<input type="checkbox"/> Did the interviewer like you? Why?	
<input type="checkbox"/> What are the next steps?	
<input type="checkbox"/> What follow-up is needed?	

How close is this position to your ideal job?

REFERENCES



1. NAME _____
TIME KNOWN _____ PERSONAL _____ BUSINESS _____
TITLE _____
COMPANY ADDRESS _____

TELEPHONE (Daytime) _____
E-MAIL _____
2. NAME _____
TIME KNOWN _____ PERSONAL _____ BUSINESS _____
TITLE _____
COMPANY ADDRESS _____

TELEPHONE (Daytime) _____
E-MAIL _____
3. NAME _____
TIME KNOWN _____ PERSONAL _____ BUSINESS _____
TITLE _____
COMPANY ADDRESS _____

TELEPHONE (Daytime) _____
E-MAIL _____
4. NAME _____
TIME KNOWN _____ PERSONAL _____ BUSINESS _____
TITLE _____
COMPANY ADDRESS _____

TELEPHONE (Daytime) _____
E-MAIL _____
5. NAME _____
TIME KNOWN _____ PERSONAL _____ BUSINESS _____
TITLE _____
COMPANY ADDRESS _____

TELEPHONE (Daytime) _____
E-MAIL _____

REFERENCE CHECKLIST



REFERENCE			
Name	Length of time known:		
Address	Phone #:		
	E-Mail:		
What will he/she be able to say?			
Concerns about using them as reference?			
Expectations for person as reference. What accomplishments to highlight? What strengths? Weaknesses?			
Conversation Notes:			
Permission?		Post-check briefing*	
Pre-check briefing*		Thank-you note	

*Pre-check Briefing:

- Explain why you are calling, job search strategy, interests, potential companies
- Explain that you will call before they are contacted if possible
- Give information about position and company to reference
- Explain any special considerations or conversations with company.

*Post-check Briefing: Ask how conversation went, overall impressions, subjects discussed

Deborah Greer

Objective

A position requiring expertise in salesmanship, development of people and team building in the retail industry.

Experience

1990–1994 Arbor Shoes Southridge, WA

National Sales Manager

- Increased sales from \$50 million to \$100 million.
- Doubled sales per representative from \$5 million to \$10 million.
- Suggested new products that increased earnings by 23%.

1985–1990 Ferguson and Bardell Southridge, WA

District Sales Manager

- Increased regional sales from \$25 million to \$350 million.
- Managed 250 sales representatives in 10 Western states.
- Implemented training course for new recruits — speeding profitability.

1980–1984 Duffy Vineyards Southridge, WA

Senior Sales Representative

- Expanded sales team from 50 to 100 representatives.
- Tripled division revenues for each sales associate.
- Expanded sales to include mass market accounts.

1975–1980 LitWare, Inc. Southridge, WA

Sales Representative

- Expanded territorial sales by 400%.
- Received company's highest sales award four years in a row.
- Developed Excellence In Sales training course.

Education

1971–1975 Southridge State University Southridge, WA

- B.A., Business Administration and Computer Science.
- Graduated Summa Cum Laude.

Interests

Southbridge Board of Directors, running, gardening, carpentry, computers.

Professional Organizations

National Sales Association of Connecticut, Recording Secretary

Rich Andrews

OBJECTIVE

A position requiring expertise in salesmanship, development of people and team building in the retail industry.

EXPERIENCE

1990–1994 Arbor Shoe Southridge

National Sales Manager

- Increased sales from \$50 million to \$100 million.
- Doubled sales per representative from \$5 million to \$10 million.
- Suggested new products that increased earnings by 23%.

1985–1990 Ferguson and Bardell Southridge

District Sales Manager

- Increased regional sales from \$25 million to \$350 million.
- Managed 250 sales representatives in 10 Western states.
- Implemented training course for new recruits — speeding profitability.

1980–1984 Duffy Vineyards Southridge

Senior Sales Representative

- Tripled division revenues for each sales associate.
- Expanded sales to include mass market accounts.
- Expanded sales team from 50 to 100 representatives.

EDUCATION

1971–1975 Southridge State University Southridge

- B.A., Business Administration and Computer Science.
- Graduated Summa Cum Laude.

INTERESTS

Southridge Board of Directors, running, gardening, carpentry, computers.

PROFESSIONAL ORGANIZATIONS

National Sales Association of Connecticut, Recording Secretary

5555 Whatever
Street, city, State

333-333-3333
1234@aol.com

Max Benson

Objective

[Click [here](#) and type objective]

Experience

1990–1994 Arbor Shoe Southridge

National Sales Manager

- Increased sales from \$50 million to \$100 million.
- Doubled sales per representative from \$5 million to \$10 million.
- Suggested new products that increased earnings by 23%.

1985–1990 Ferguson and Bardell Southridge

District Sales Manager

- Increased regional sales from \$25 million to \$350 million.
- Managed 250 sales representatives in 10 Western states.
- Implemented training course for new recruits — speeding profitability.

1980–1984 Duffy Vineyards Southridge

Senior Sales Representative

- Expanded sales team from 50 to 100 representatives.
- Tripled division revenues for each sales associate.
- Expanded sales to include mass market accounts.

1975–1980 LitWare, Inc. Southridge

Sales Representative

- Expanded territorial sales by 400%.
- Received company's highest sales award four years in a row.
- Developed Excellence In Sales training course.

Education

1971–1975 Southridge State University Southridge

- B.A., Business Administration and Computer Science.
- Graduated Summa Cum Laude.

Interests

SR Board of Directors, running, gardening, carpentry, computers.

Professional Organizations

Select the text you would like to replace, and type your information.

SAMPLE RESUMES

Sample Chronological Resume

(Name)
(Address and Telephone Numbers)



OBJECTIVE

A customer service position affording opportunity for growth and supervision of others.

SUMMARY

Over five years of experience in serving property/casualty policyholders of a major national insurance company. The regional office environment has provided an opportunity to learn and assist policyholders in such areas as claims, policy change, underwriting rules/requirements, coverage interpretation and overall customer relations.

EXPERIENCE

GEORGIA ATLANTIC INSURANCE CO.

Maryland Regional Office

Silver Spring, Maryland

1979 to Present

Service Assistant

1976 to 1979

Junior Service Assistant

- Provided service to policyholders, by telephone on varied subjects in a high-volume operation. 100 policyholders a day during peak periods.
- Selected by Manager to train newly-hired employees in claim processing and policy change functions.
- Suggested revisions for a series of policy change forms that were tested in the regional office and subsequently adopted by the home office for use in all regions.
- Contributed as a member of the regional office's task force to improve the efficiency of the central filing system.
- Received three company awards for meritorious service to policyholders.

EDUCATION

Clinton High School, Clinton, Maryland
Graduated 1976, Commercial Course
LOMA Institute
Completed Parts I, II, III

Complete Set.doc

ASCII RESUME



Sample Resume, ASCII Text Layout

RED E. JOBHUNTER
Phone: (555) 555-5555
E-mail: jobhunter@success.com

OBJECTIVE: Medical Laboratory Technician Extensive experience as a registered Medical Lab Technician with success in pediatrics and at a trauma emergency hospital.

=====

SUMMARY OF SKILLS AND EXPERIENCE

LAB TECHNICIAN -- Highly skilled lab technologist with experience serving ER, Urgent Care, Pediatric ER, and Stab-Room Trauma Unit. Processed cultures in microbiology, gram stains, urinalysis and various manual tests.

PHLEBOTOMY -- Inpatient and outpatient, pre-op and post-op, blood draws. Recognized for exceptional skill in serving hard to draw patients and children.

INSTRUMENT MAINTENANCE -- Skilled in troubleshooting and maintenance of technical equipment.

TEACHING -- Responsible for training staff on equipment operation and procedures.

QUALITY CONTROL -- Maintained high quality standards with an emphasis on accuracy. Maximized lab performance through organization, equipment testing and procedures development.

=====

EMPLOYMENT HISTORY

MEDICAL LABORATORY TECHNICIAN, ASCP

May, 198- to September 199- Hennepin County Medical Center

- * Increased lab efficiency through improved processing procedures, development of technical equipment, lab layout and design.

- * Maintained peak lab performance. Blood samples from Stab-Room Trauma Unit had to be accurately processed within two minutes!

- * Assisted medical staff in the research and development of "Kiss of Life" mask used in respiratory emergency care.

PHLEBOTOMIST

August 198- to March 198- Minneapolis Children's Medical Center

=====

EDUCATION

CERTIFIED: American Society of Clinical Pathologists

MEDICAL LABORATORY TECHNICIAN (GPA 3.5)

College of St. Catherine 198-

BIOLOGY / CHEMISTRY (117 credits)

Mankato State University

SAMPLE RETAIL RESUMES

Retail - Assistant Manager

OBJECTIVE	To obtain a position within a company to challenge my skills.		
TARGET JOB	Desired Job Type:	Employee	
	Desired Status:	Full-Time	
	Desired Salary:	13.00 USD Per Hour	
	Site Location:	On-Site	
	Description of my perfect job:	A job that will be challenging, and that has me constantly keeping busy where I can interact with others on a regular basis.	
	Career Level:	Mid Career (2+ years of experience)	
	Date of Availability:	Negotiable	
TARGET COMPANY	Company Size:	No Preference	
	Category:	Retail/Wholesale	
	Description of my ideal company:	A stable company that is growing which will offer growth for myself within the company.	
TARGET LOCATIONS	Relocate:	No	
		US-CT-Hartford	
WORK STATUS	US	I am authorized to work in this country for any employer.	
EXPERIENCE	7/2000 - Present	CONFIDENTIAL	Enfield, Connecticut
	Assistant Store Manager		
	Assisting the Training Supervisor in the training and development of new Store Managers. Performing daily duties of opening shipment, racking into shelves and maintaining to provide a comfortable shopping environment. Handling of all back office paperwork when the manager or manager trainee are not in the store. Helping customers find properly fitting shoes and motivate the staff to help increase sales by suggestive selling. Ringing in sales and doing closing procedures. Maintaining the store to look fresh and clean on a daily basis to provide a comfortable shopping environment for the customer. Working closely with other employees and delegating jobs while Training Supervisor is out of the store.		
	10/1999 - 6/2000	Payless Shoe Source	West Valley City, Utah
	Sales Associate		
	Ringing sales and processing and running shipment of shoes into the racks. Help customers choose properly fitting shoes. Set displays and perform closing procedures for the store.		
	6/1996 - 11/1998	Payless Shoe Source	Sandy, Utah
	Sales Associate		
	Ringing sales, processing and running shipment of shoes into the racks. Maintaining the store to be neat and a pleasant place to shop. Setting displays and performing closing procedures.		
	7/1995 - 4/1996	Pacific Linen	Taylorsville, Utah
	Sales Associate		
	Helped customers choose bedding and bath accessories for their home. Set displays and maintained the store to be neat to provide a comfortable shopping environment.		

10/1994 - 2/1995 Payless ShoeSource Aurora, Colorado
Sales Associate
Straighten shoes in racks and ring sales. Set displays and do closing procedures.

8/1993 - 6/1994 CVS Simsbury, Connecticut
Sales Associate
Maintain displays and merchandise in the cosmetic department. Ordering cosmetics for the store on a weekly basis. Provided customer service in the department to individuals seeking help with choosing proper colors for themselves. Set new planograms when the need arose. Worked mostly on an individual basis reporting to the cosmetic merchandiser that serviced several CVS stores.

7/1988 - 10/1990 Mothercare Enfield, Connecticut
Assistant Store Manager
Provided customer service to individuals in selecting properly fitting maternity wear. Checked in shipments, set displays and did opening and closing procedures. Assisted store manager in back office paperwork as needed.

EDUCATION

6/1979 La Puente High School US-California-La Puente
High School or equivalent

Large Volume Store Manager/District Manager

OBJECTIVE

Senior Level position in Retail Management with a progressive organization in which extensive industry experience, coupled with a proven track record of contribution to bottom line results, would be of value. Results oriented professional with 28 years of progressively responsible experience in retail management. Broad background in all facets of store operations to include strategic market planning and analysis, purchasing and pricing, merchandising and promotion, inventory and cost control, customer service, and hiring, training, supervision and evaluation of both management personnel and hourly employees. Has the proven ability to meet or exceed established objectives in business growth, merchandise sales and cost control. Has demonstrated analytical, organizational and managerial effectiveness and has excellent interpersonal and communication skills.

TARGET JOB

Target Job Title: Store/District Manager

Desired Job Type: Employee

Desired Status: Full-Time

Site Location: On-Site

Description of my perfect job:

A position that utilizes a broad background of store operations to include planning, merchandising, promotion, customer service, personnel management. My current salary is \$98,000 plus bonus. Salary is negotiable.

Career Level: Management (Manager/Director of Staff)

Date of Availability: From 1 to 3 months

TARGET COMPANY

Company Size: No Preference

Category: Retail/Wholesale

Description of my ideal company:

A progressive retail organization that is interested in individuals with extensive industry experience and a proven track record of contribution to bottom line results.

TARGET LOCATIONS

Relocate: Yes

US-MI-Grand Rapids	US-MI-Lansing	US-WI-Green Bay/Appleton
US-WI-Eau Claire/LaCrosse	US-WI-Milwaukee	US-WI-Northern

WORK STATUS

US I am authorized to work in this country for any employer.

EXPERIENCE

5/1994 - Present JCPenney Co., Inc., Corp. Manchester, CT

Store Manager

Leads daily operations for a 180 employee retail store. Directs market planning/analysis, pricing, merchandising, inventory/cost control, customer service, HR, community relations. Currently responsible for the receiving/marketing operations of a second 28M retail store. Played a key role in developing the company's 1st disaster recovery plan. Utilized computer skills to create an improved budgeting process for nationwide use.

2/1990 - 5/1994 JCPenney Co., Inc., Corp Cincinnati, OH

Store Manager

Directed 22.3M operation with 175+ employees. Ranked in the top 25% of company in sales per square foot. Managed inventory purchasing and control. Slashed shrinkage rate from 1.8% to .9% in one year. Improved profit 60% in 2 years. Serves on district board for public relations and community service initiatives including United Way.

2/1989 - 2/1990 JCPenney Co., Inc., Corp. Milwaukee, Wisconsin

Assistant Manager

Drove Sales from 30.5M to 32.0M in 1 year as director of all sales/merchandising. Managed 230+ staff. Ranked #1 of 15 operations in lowest markdown percentages while consistently maintaining inventory positions.

3/1979 - 3/1982 JCPenney Co., Inc., Corp. Villa Park, Illinois

Personnel Manager

Managed HR for \$16 operation with 180+ employees. Played a key role in launch of point-of-sale concept in district stores.

EDUCATION

5/1974 Marquette University US-Wisconsin-Milwaukee

Bachelor's Degree

Bachelor Of Science in Business Administration with a concentration in Human Resources.

5/1970 St.Lawrence Seminary US-Wisconsin-Mt. Calvary

High School or equivalent

SKILLS

Skill Name	Skill Level	Last Used	Experience
Microsoft Office	Intermediate	Currently used	6 years

REFERENCES

Glen Gammons JCPenney Co., Inc., Corp. Sales and Merchandise Manager

Phone Number: 972-431-8425

Email Address: ggammons@jcpenny.com

Reference Type: Professional

Tim Voss JCPenney Co., Inc., Corp. Project Manager

Phone Number: 972-431-8429

Email Address: tvoss@jcpenny.com

Reference Type: Professional

Fred Nakanishi JCPenney Co., Inc., Corp. Store Manager

Phone Number: 404-363-3855

Email Address: fnakanis@jcpenny.com

Reference Type: Professional

The Honorable Jorge Simone Judicial Branch GA 12, State Superior Court Judge Of Connecticut

Phone Number: 860-647-1091

Reference Type: Personal

ADDITIONAL INFORMATION

I am a quick study with a bottom line focus who effectively manages change. I Delivered a 2.3% profit increase for business segment vs. corporate plan of -12.9%. Reduced shrinkage from 1.04% to .62% in 1 year. Beat corporate goal of 1.5% or less for 11 consecutive years. Saved 427K in 1 year; slashed overtime hours 69% while exceeding productivity goals.

I am a results oriented achiever who increase operational efficiency, productivity and performance. Unit productivity was boosted 3.6% in 1 year through implementation of new systems and attention to improved communication. Inventory turns increased to 7 in 1 year, tightening expense control in a competitive market and propelled the unit to a #1 ranking in the region in customer credit applications in 1 year.

Comments by District Manager on annual performance appraisal: "Under Al's leadership, his (operation) turned in one of the best performances in the region. Al has a very strong attitude of partnership and cooperation, making him very easy to work with. He has the ability to manage, lead and direct a large group of individuals to achieve a common goal. A real team player and an asset to the district."

Retail Store Manager

OBJECTIVE

To obtain a retail store manager position with a fast paced, growing retailer.

TARGET JOB

Target Job Title: Retail Store Manager
Desired Job Type: Employee
Desired Status: Full-Time
Desired Salary: 65,000.00 USD Per Year
Site Location: On-Site
Description of my perfect job:
 Retail store manager for a fast paced company using my extensive retail management experience.
Career Level: Management (Manager/Director of Staff)
Date of Availability: Less than 1 month

TARGET COMPANY

Company Size: Large (1000+)
Category: Retail/Wholesale
Description of my ideal company:
 Growing, with growth potential

TARGET LOCATIONS

Relocate: Yes

US-CT-Danbury/Bridgeport	US-CT-Hartford	US-CT-Stamford
US-MA-Western/Springfield	US-MA-Framingham/Worcester	US-RI
US-RI-Providence	US-CT-New Haven	US-CT-Southeast/New London
US-MA-Boston South		

WORK STATUS

US I am authorized to work in this country for any employer.

EXPERIENCE

12/2001 - Present CONFIDENTIAL Avon, CT

Store Manager
 Supervise 180 people
 Responsible for all areas of store operation
 Execute all company programs
 Track sales, wages and markdowns on a daily basis
 Create monthly budgets
 Hiring, evaluating, disciplining employees
 Track sales and profitability of featured items
 Order merchandise based on local customer needs
 Maintain accurate inventory level
 Ensure all employees receive complete training

6/2001 - 12/2001 Wal-Mart Stores Inc. Old Saybrook, CT

Store Manager
 Supervise 180 people
 Responsible for all areas of store operation
 Execute all company programs
 Track sales, wages and markdowns on a daily basis
 Create monthly budgets
 Hiring, evaluating, disciplining employees
 Track sales and profitability of featured items
 Order merchandise based on local customer needs
 Maintain accurate inventory level
 Ensure all employees receive complete training
 Set up store from bare tile in 5 weeks start to finish

9/1999 - 6/2001 Wal-Mart Stores Inc. North Windham, Derby CT

Co-Manager

Responsible for running the store in the Store Managers absence
Execute all company programs
Hiring, evaluating, diciplining employees
Tracking sales, wages, and markdowns daily
Worked for 15 months in a Wal-Mart Supercenter as the General Merchandise Co-Manager
Expanded the North Windham, CT Wal-Mart from a regular store to a Supecenter while the store remained open for business and maintained sales increases
Set up two additional Wal-Marts as the salesfloor set up manager

1/1993 - 9/1999 Wal-Mart Stores Inc. Various

Assistant Manager

Supervised each area of the store - hardlines, homelines, softlines, overnight stocking, offices
Executed company programs
Toured departments and gave direction, positive coaching
Provided excellent customer service
Set up four new Wal-Mart stores in various capacities
Maintained instock/overstock in areas of supervision
Tracked sales, wages, and markdowns for the store on a daily basis
Tracked the profitability of each department on a monthly basis

EDUCATION

12/1992 University of Connecticut US-CT-Storrs

Bachelor's Degree

Bachelor's of Science in the School of Business Administration