

The National Learning Center

The Ultimate Job Search for the 21st Century



Workbook

strategies for researching, finding and keeping the job you want





Acknowledgments

The National Learning Center (NLC) was established to meet the training requirements of professional employment service providers, job developers and career transition specialists. NLC and the University count among its client agencies the U.S. Department of Labor, U.S. Department of Defense, U.S. Department of Veterans Affairs, U.S. Department of Education and the U.S. Department of Health & Human Services, as well as the Disabled American Veterans, the National Congress of American Indians and various state and local agencies.

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Welcome to the *Ultimate Job Search (UJS)* Job Seeker's Workbook

Introduction and User Guidelines

The National Learning Center (NLC) at the University of Colorado Denver is pleased to publish *The Ultimate Job Search Job Seeker's Workbook* for use with the *Ultimate Job Search for the 21st Century* video series.

This workbook is to be used **with** the video series. The UJS series is available in either DVD or VHS format.

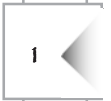
* Underlined words are defined or examples are given in the Appendix starting on page 105.*

**To order the series, visit the UJS website at
www.NLC.ucdenver.edu/UJS**

Table of Contents

STARTING THE JOB SEARCH	
Skill Identification	2
Work Preferences	9
Financial Management	13
Job Search Portfolio	16
Stress Management	18
JOB SEARCH TECHNIQUES	
Networking	22
Research	28
Job Applications	33
Applying Online	36
Want Ads	38
Career Websites	40
Job Fairs	41
Temporary Employment	42
WRITING EFFECTIVE RESUMES	
Resume Formats	45
References	53
Resume Guidelines	57
Federal Resumes	59
Electronic Resumes	60
Cover Letters	62
INTERVIEWING WITH CONFIDENCE	
Preparing for Interviews	68
Employer Questions	72
Inappropriate Questions	75
Applicant Questions	78
Following Up	79
Salary Negotiation	81
SUCCESS ON THE JOB	
Your First Day	86
Professional Work Habits	88
Teamwork	89
Promotions and Raises	91
SPECIAL GROUPS	
Older Workers	96
Job Seekers with Disabilities	100
Ex-Offenders	102
Veterans	105
Homeless	111
APPENDIX	115

Starting the Job Search



Deciding on a career path can be a difficult decision. It can be very helpful to analyze your professional skill set to help you determine a direction. All job skills are transferable. As you analyze your skills, don't just think about the job titles you have held, think about the specific tasks you accomplished on each job.

Consider:

- the skills you possess
- the skills you do not possess
- the skills you want to develop or refine

Let's proceed to a survey instrument that will help you identify your skill capability levels and interest. When you are done, compare your skills with the skills required in the jobs that interest you. This will enable you to understand how well you qualify for a position. Also, you will know what additional training or experience you need.

The following survey instrument will help you identify your skill ability levels and your interests in certain job fields. You may find that your ability levels indicate that there is additional training or education you may need. You may also discover that you don't have a great deal of interest in particular skill areas.



Instructions:

Read each of the following skills and then select your ability level for each by either indicating:

- high ability
- medium ability
- low ability

Leave the capability level blank if you have no experience in the skill area. Make a check mark in the "Interest" column next to the skills that you want to use or develop in the future.

For example, you may have a lot of experience in budgeting so you choose "high" as the capability level, but you really don't want to work with budgets again, so the interest box would not be checked. You could also have a low (or none) capability level in a particular skill, but an interest in jobs that might require that skill. That would point toward a need for additional training or education.

<i>Skill</i>	<i>Capability Level</i>	<i>Interest</i>	<i>Skill</i>	<i>Capability Level</i>	<i>Interest</i>
Adapting	high medium low	<input type="checkbox"/>	Arranging	high medium low	<input type="checkbox"/>
Administering	high medium low	<input type="checkbox"/>	Assembling	high medium low	<input type="checkbox"/>
Advising	high medium low	<input type="checkbox"/>	Auditing	high medium low	<input type="checkbox"/>
Analyzing	high medium low	<input type="checkbox"/>	Budgeting	high medium low	<input type="checkbox"/>
Appraising	high medium low	<input type="checkbox"/>	Calculating	high medium low	<input type="checkbox"/>

<i>Skill</i>	<i>Capability Level</i>	<i>Interest</i>	<i>Skill</i>	<i>Capability Level</i>	<i>Interest</i>
Cataloguing	high medium low	<input type="checkbox"/>	Initiating	high medium low	<input type="checkbox"/>
Classifying	high medium low	<input type="checkbox"/>	Inspecting	high medium low	<input type="checkbox"/>
Coaching	high medium low	<input type="checkbox"/>	Installing	high medium low	<input type="checkbox"/>
Collecting	high medium low	<input type="checkbox"/>	Interpreting	high medium low	<input type="checkbox"/>
Compiling	high medium low	<input type="checkbox"/>	Interviewing	high medium low	<input type="checkbox"/>
Constructing	high medium low	<input type="checkbox"/>	Inventing	high medium low	<input type="checkbox"/>
Consulting	high medium low	<input type="checkbox"/>	Investigating	high medium low	<input type="checkbox"/>
Coordinating	high medium low	<input type="checkbox"/>	Landscaping	high medium low	<input type="checkbox"/>
Corresponding	high medium low	<input type="checkbox"/>	Leading	high medium low	<input type="checkbox"/>
Counseling	high medium low	<input type="checkbox"/>	Locating	high medium low	<input type="checkbox"/>
Creating	high medium low	<input type="checkbox"/>	Maintaining	high medium low	<input type="checkbox"/>
Delegating	high medium low	<input type="checkbox"/>	Managing	high medium low	<input type="checkbox"/>
Designing	high medium low	<input type="checkbox"/>	Measuring	high medium low	<input type="checkbox"/>
Developing	high medium low	<input type="checkbox"/>	Monitoring	high medium low	<input type="checkbox"/>
Directing	high medium low	<input type="checkbox"/>	Motivating	high medium low	<input type="checkbox"/>
Displaying	high medium low	<input type="checkbox"/>	Negotiating	high medium low	<input type="checkbox"/>
Distributing	high medium low	<input type="checkbox"/>	Observing	high medium low	<input type="checkbox"/>
Dramatizing	high medium low	<input type="checkbox"/>	Operating	high medium low	<input type="checkbox"/>
Editing	high medium low	<input type="checkbox"/>	Organizing	high medium low	<input type="checkbox"/>
Engineering	high medium low	<input type="checkbox"/>	Painting	high medium low	<input type="checkbox"/>
Entertaining	high medium low	<input type="checkbox"/>	Patrolling	high medium low	<input type="checkbox"/>
Establishing	high medium low	<input type="checkbox"/>	Persuading	high medium low	<input type="checkbox"/>
Estimating	high medium low	<input type="checkbox"/>	Performing	high medium low	<input type="checkbox"/>
Evaluating	high medium low	<input type="checkbox"/>	Planning	high medium low	<input type="checkbox"/>
Exhibiting	high medium low	<input type="checkbox"/>	Predicting	high medium low	<input type="checkbox"/>
Facilitating	high medium low	<input type="checkbox"/>	Presenting	high medium low	<input type="checkbox"/>
Generating	high medium low	<input type="checkbox"/>	Preparing	high medium low	<input type="checkbox"/>
Implementing	high medium low	<input type="checkbox"/>	Printing	high medium low	<input type="checkbox"/>
Improving	high medium low	<input type="checkbox"/>	Processing	high medium low	<input type="checkbox"/>

Starting the Job Search

<i>Skill</i>	<i>Capability Level</i>	<i>Interest</i>	<i>Skill</i>	<i>Capability Level</i>	<i>Interest</i>
Programming	high medium low	<input type="checkbox"/>	Revising	high medium low	<input type="checkbox"/>
Projecting	high medium low	<input type="checkbox"/>	Scheduling	high medium low	<input type="checkbox"/>
Promoting	high medium low	<input type="checkbox"/>	Selling	high medium low	<input type="checkbox"/>
Proofread	high medium low	<input type="checkbox"/>	Serving	high medium low	<input type="checkbox"/>
Protecting	high medium low	<input type="checkbox"/>	Signing	high medium low	<input type="checkbox"/>
Publishing	high medium low	<input type="checkbox"/>	Sketching	high medium low	<input type="checkbox"/>
Purchasing	high medium low	<input type="checkbox"/>	Supervising	high medium low	<input type="checkbox"/>
Recording	high medium low	<input type="checkbox"/>	Synthesizing	high medium low	<input type="checkbox"/>
Recruiting	high medium low	<input type="checkbox"/>	Teaching	high medium low	<input type="checkbox"/>
Rehabilitating	high medium low	<input type="checkbox"/>	Tailoring	high medium low	<input type="checkbox"/>
Repairing	high medium low	<input type="checkbox"/>	Testing	high medium low	<input type="checkbox"/>
Reporting	high medium low	<input type="checkbox"/>	Verifying	high medium low	<input type="checkbox"/>
Researching	high medium low	<input type="checkbox"/>	Writing	high medium low	<input type="checkbox"/>
Reviewing	high medium low	<input type="checkbox"/>			

Now go back and review your list. These skill areas represent what you are good at, what you like doing and what you would like to learn more about. Focusing on these skills and interests can help you define a career path or may help you decide to pursue more training.

This is step one of your job search—identifying your particular skill areas and interests.

Now, as a result of your Skill Identification results, you can determine your career path and/or training needs.

*If you indicated a skill level, but no interest, those selections should not be included here. List the skills you are **most** interested in below:*

- The areas of high capability skills and interest are: _____

These are the areas where you have the most potential marketable transferable skills. They are most likely your strongest skill sets and the areas in which you have the most expertise and experience.

- Your areas of medium capability skills and interest are: _____

These are the areas where you have a good deal of possible marketable transferable skills. You might consider asking for further exposure on the job if you are employed using these skills or you may consider additional training or education to advance your skill level.

- Your areas of low capability skills and interest are: _____

The low ability areas may indicate that while you are interested in these skills, you do not currently possess either the education or training or the experience to be fully competent. You may want to consider additional training and education to further develop these skills. Or you may decide to concentrate on your stronger skills for the time being.

- Your areas of no capability (left skill level box blank) but have an interest in are: _____

This section indicates an interest, but no capability yet. As in the previous section, training and education are strongly encouraged if you decide to pursue jobs in which you would use these particular skills.

There are several things your list will tell you:

- what is your current skill set
- what is your interest in specific tasks
- what is the need for further education or training if the interest is there, but not the skill

You should also consider at this point what are the areas that you truly have the time and resources to explore further. In some cases it may be a good time to get training or further education in the areas in which you were interested but had no skill in doing. Or depending on your situation, you may realize that it's not the best time to take time away from a job search for skill development.

For more information on skill identification see these additional resources. The following internet links will assist you with identifying your skills.

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

Your information source for smart career decisions. Users can find wage and employment trends, occupational requirements, state-by-state labor markets, employer contacts and more.

Bureau of Labor Statistics, Industries Section - www.bls.gov/bls/industry.htm

Several sections to learn about specific job fields and occupations, pay and other related information.

O*NET Skill Search - <http://online.onetcenter.org/help/online/skills>

The Skills Search function is designed to help you use your skill set to identify occupations for exploration. You select a set of skills from six broad groups of skills to create your customized skill list.

Search Engines

Go to the large, popular search engine sites and type in "skills search" to find sites that may match your skill areas.

Next, using the **high** and **medium** skill areas you checked, let's write statements that you can use in your resume and that will help you to market yourself to prospective employers.

Writing Accomplishment Statements

Once you have identified the skills you possess and evaluated the competence level for each skill, you are ready to start putting together accomplishment statements that you can later use on your resume. In order to write an accomplishment statement, there is a formula that is helpful. It is called PAR/SAR.

P/S = the problem/situation. Identify a problem/situation such as low customer service.

A = action. Describe the action taken to solve the problem, beginning with the action verb (this is actually the start of the statement). For example...”Developed a customer service survey for clients evaluation”.

R = results. Show the results of the action you took, like, “resulting in an increase in customer satisfaction ratings by 40 percent”.

When you are writing these types of statements you need to focus on the action and the result.

For example:

Skill: Collaborating

P/S: low product sales **A:** created marketing tool w/team **R:** increased product sales

Accomplishment Statement: Collaborated on the design of educational interactive marketing displays utilized nationwide which increased product sales.

In the spaces provided on the next page, write in several of the high or medium ability skills you chose from the Skill Identification survey. Think about using the skills that you are most interested in utilizing in your career choice(s). Then write accomplishment statements that tell what you previously achieved using that skill.

What is the purpose of this exercise? You can use the accomplishment statements when you are writing your resume and it can help you market yourself to employers.

Write your accomplishment statements, using the PAR/SAR method.

Skill: _____
P/S: _____ A: _____ R: _____
Accomplishment Statement: _____

Skill: _____
P/S: _____ A: _____ R: _____
Accomplishment Statement: _____

Skill: _____
P/S: _____ A: _____ R: _____
Accomplishment Statement: _____

Skill: _____
P/S: _____ A: _____ R: _____
Accomplishment Statement: _____

Skill: _____
P/S: _____ A: _____ R: _____
Accomplishment Statement: _____

Skill: _____
P/S: _____ A: _____ R: _____
Accomplishment Statement: _____

Skill: _____
P/S: _____ A: _____ R: _____
Accomplishment Statement: _____

Skill: _____
P/S: _____ A: _____ R: _____
Accomplishment Statement: _____

Work Preferences

Knowing your professional interests and work values are an important part of planning your career. Work preferences are those characteristics that you prefer in a job. The jobs you decide to pursue should closely relate to your work preferences in order to maximize career success and job satisfaction. You may be qualified and have the experience to do the job, but if there's something you don't like about the job there's a chance you won't be there very long.

Reference this information when you explore careers and companies - your interests should be related to the jobs you decide to pursue.

Let's continue and complete the Work Preferences evaluation tool next. This self-evaluation tool helps you to organize and reflect on your personal work style and preferences. Once you have completed the following, add it to your job search portfolio.

Industry Preferences

Directions: To learn about each of the following industries below you will need internet access to obtain an overview of the occupations in the industry, wages, working conditions, etc. from the Bureau of Labor Statistics (BLS). Exploring these choices may take some time.

The BLS website can be found at <http://www.bls.gov/oco/cg/home.htm>

Once you have a good understanding of each of the industries, rank them in order of preference with from 1-10; 1 being the industry you would most like to work in and 10 being the industry you would least like to work.

Rank	Industry
	Professional and business services industry
	Information industry
	Education and health services industry
	Trade industry
	Financial industry
	National resources, construction & utilities industry
	Manufacturing industry
	Transportation and warehousing industry
	Leisure and hospitality industry
	Government

Now, read each of the following statements and circle the choice that best suits your work preferences:

I prefer working:

- indoors
- outdoors
- some inside and some outside

I want to work for a company:

- with less than 100 employees
- with 100 to 500 employees
- with 500 or more employees
- that I own

I would like work in a:

- large city
- medium size city
- town or suburb
- small town or rural area

I prefer a job that involves:

- a lot of travel
- some travel
- no travel

I want a job that requires:

- interacting with a lot of people
- some interaction with people
- very little human interaction
- no interaction with people

I would like work duties that:

- frequently change
- vary from day to day
- are fairly routine
- never change

I am willing to work overtime:

- as much as possible
- frequently
- occasionally
- if required

For the right job I am:

- eager to relocate
- willing to relocate
- not willing to relocate

I am able to stand:

- 10-20 minutes at a time
- 30-40 minutes at a time
- longer periods of time, as needed

I am able to lift or carry:

- 10 pounds or less
- 11-20 pounds
- 21-50 pounds
- 51-100+ pounds

The level of job responsibility I am seeking is:

- subordinate/team member
- team leader/coordinator
- manager (or other mid-level leadership role)
- director (or other top-level leadership role)

What are some things you like to do in your spare time (such as hobbies or interests)?

Which of your past jobs did you like the least?

Which jobs have you liked the best?

Wrapping It Up

Determining your work preferences will go a long way in helping you map out your personal career direction. In completing the previous evaluation tool, you have reflected and explored different career avenues, as well as developed something concrete to add to your Job Search Portfolio in the next section.

As a result of having completed the exercises in this section, you have explored the skills and job areas that you are most interested in pursuing.

Having a clear idea of which professional road to follow will enhance your long-term career satisfaction.

Financial Management

Once you have identified your skill and work preferences you should balance them with your financial needs. Your financial situation may impact your decision on which career fields and jobs you choose to research and pursue. It will also have bearing on whether you are able to seek additional training or education at this point in your job search.

The two main financial considerations you will need to be aware of during your job search will be:

- 1) Determining how much money you will need to survive during your job search. Planning will help prevent financial disasters.
- 2) Reviewing your qualifications in relation to job requirements and pay scales. This will help you negotiate salary requirements/ranges with employers.

Early in your job search you will need to fill out a financial budget to determine both your short- and long-term financial needs.

Be honest with yourself when you calculate your budgetary needs. What can you do without? What is truly necessary? What are your skills worth to an employer? Remember, knowledge is power!

Let's review a budget worksheet example and work on your personal budget next.

Budget Worksheet Assignment

Let's look at your current budget picture and figure out your personal budget.

Instructions:

Review the Budget Worksheet Example on the following page. The information on this worksheet indicates a need to earn at least \$11.30 hour. Create your own Budget Worksheet by filling out the Blank Budget Worksheet. Fill in the "current" column - the total in this column represents your current needs. Fill in the "survival" column. These figures represent the absolute minimum figures you can live on. Then calculate your totals:

1. To calculate a Net Total, add up all figures column.
2. To calculate a Grand Total, add the Net Total and the figure in the Payroll Deductions cell.
3. To calculate Hourly Wage, divide the Grand Total by 173 (ex. $\$2,000/173 = \11.56)
4. To calculate Weekly Range, multiply the Hourly Wage by 40 (ex. $\$11.56*40 = \432.40)
5. To calculate Monthly Range, multiply Hourly Wage by 173 (ex. $\$11.56*173 = \$2,000$)
6. To calculate Yearly Range, multiply Hourly Wage by 2,080
(ex. $\$11.56*2,080 = \$24,044.80$)

Budget Worksheet Example

The Ultimate Job Search
Budget Worksheet (Monthly)

Expense Area	Factors	Expenses	
		Current	Survival
Residence	Rent or Mortgage Payment	\$1,000.00	\$500.00
	Electricity	\$75.00	\$75.00
	Telephone	\$25.00	\$25.00
	Heating	\$50.00	\$50.00
	Water	\$25.00	\$25.00
	Upkeep/Repairs	\$50.00	
	(Other)		
	(Other)		
Meals	Groceries	\$400.00	\$300.00
	Eating Out	\$200.00	
	(Other)		
	(Other)		
Transportation	Car Payments	\$250.00	\$50.00
	Gas and Oil	\$50.00	\$20.00
	Repairs, Tires, etc.	\$50.00	\$20.00
	Public Transportation		
	(Other)		
	(Other)		
Insurance	Health	\$150.00	
	Auto	\$100.00	\$100.00
	Household	\$100.00	
	Life	\$20.00	
	(Other)		
Personal	Barber and Beauty Shop	\$75.00	\$20.00
	Toiletries	\$50.00	\$20.00
	Day Care	\$400.00	\$400.00
	(Other)		
Medical	Doctor	\$50.00	
	Dentist	\$25.00	
	Pharmacy	\$25.00	
	(Other)		
Clothing	New	\$250.00	
	Cleaning and Laundry	\$50.00	
	(Other)		
Recreation	Outings, movies, etc.	\$100.00	
	(Other)		
Education	Tuition and Books	\$200.00	
	(Other)		
Miscellaneous		\$100.00	
Savings		\$200.00	
Net Total	Total Before Taxes and Deductions	\$4,070.00	\$1,605.00
Payroll Deductions	Federal, State Tax, etc.	\$800.00	\$350.00
Grand Total	Total Necessary Monthly Income	\$4,870.00	\$1,955.00

Hourly Range	\$28.15	\$11.30
Weekly Range (40 hours)	\$1,126.01	\$452.02
Monthly Range (173 hours)	\$4,870.00	\$1,955.00
Yearly Range (2080 hours)	\$58,552.60	\$23,505.20

**The Ultimate Job Search
Budget Worksheet (Monthly)**

Expense Area	Factors	Expenses	
		Current	Survival
Residence	Rent or Mortgage Payment	<input type="text"/>	<input type="text"/>
	Electricity	<input type="text"/>	<input type="text"/>
	Telephone	<input type="text"/>	<input type="text"/>
	Heating	<input type="text"/>	<input type="text"/>
	Water	<input type="text"/>	<input type="text"/>
	Upkeep/Repairs (Other)	<input type="text"/>	<input type="text"/>
	(Other)	<input type="text"/>	<input type="text"/>
Meals	Groceries	<input type="text"/>	<input type="text"/>
	Eating Out	<input type="text"/>	<input type="text"/>
	(Other)	<input type="text"/>	<input type="text"/>
	(Other)	<input type="text"/>	<input type="text"/>
Transportation	Car Payments	<input type="text"/>	<input type="text"/>
	Gas and Oil	<input type="text"/>	<input type="text"/>
	Repairs, Tires, etc.	<input type="text"/>	<input type="text"/>
	Public Transportation	<input type="text"/>	<input type="text"/>
	(Other) (Other)	<input type="text"/>	<input type="text"/>
Insurance	Health	<input type="text"/>	<input type="text"/>
	Auto	<input type="text"/>	<input type="text"/>
	Household	<input type="text"/>	<input type="text"/>
	Life (Other)	<input type="text"/>	<input type="text"/>
Personal	Barber and Beauty Shop	<input type="text"/>	<input type="text"/>
	Toiletries	<input type="text"/>	<input type="text"/>
	Day Care	<input type="text"/>	<input type="text"/>
	(Other)	<input type="text"/>	<input type="text"/>
Medical	Doctor	<input type="text"/>	<input type="text"/>
	Dentist	<input type="text"/>	<input type="text"/>
	Pharmacy	<input type="text"/>	<input type="text"/>
	(Other)	<input type="text"/>	<input type="text"/>
Clothing	New	<input type="text"/>	<input type="text"/>
	Cleaning and Laundry	<input type="text"/>	<input type="text"/>
	(Other)	<input type="text"/>	<input type="text"/>
Recreation	Outings, movies, etc.	<input type="text"/>	<input type="text"/>
	(Other)	<input type="text"/>	<input type="text"/>
Education	Tuition and Books	<input type="text"/>	<input type="text"/>
	(Other)	<input type="text"/>	<input type="text"/>
Miscellaneous		<input type="text"/>	<input type="text"/>
Savings		<input type="text"/>	<input type="text"/>
Net Total	Total Before Taxes and Deductions	<input type="text"/>	<input type="text"/>
Payroll Deductions	Federal, State Tax, etc.	<input type="text"/>	<input type="text"/>
Grand Total	Total Necessary Monthly Income	<input type="text"/>	<input type="text"/>

Refer back to the page 13 to see how to compute ranges.

Hourly Range:

Weekly Range (40 hours):

Monthly Range (173 hours):

Yearly Range (2080):

Wrapping It Up

When you evaluate your financial situation and plan a budget, be conservative and thrifty. Finding a job may take longer than you anticipate. Plan for the expenses that you can anticipate each month. If possible, add a bit extra to an emergency fund to account for unexpected expenses that may arise.

While searching for a new job, avoid making unnecessary purchases. Now is the time to spend carefully and cautiously!

Job Search Portfolio

The best way to stay organized during your job search is to keep important, personal and professional documents together in one place or in an easily accessible location. A Job Search Portfolio is a collection of all your current documents and information that may be required during your job search.

Some important pieces for your Job Search Portfolio might include: Personal Records, Work Experience, Education and Training, and Military Records (if applicable).

Let's explore each topic in more detail. Keep in mind that not every type of job will require all documents and the inclusion of some of these are purely for your own organizational needs and not something you would give an employer.

▶ 16

Personal Records

1. Copy of your resume (see the Writing Effective Resumes section)
2. Copy of your master application - if you have not previously completed yours, go to the blank master application (see Appendix) and fill out now
3. Driver's license (not a copy) or state-issued identification card
4. Copy of your Department of Motor Vehicle history printout, if applicable to job
5. Copies of appropriate state or union licenses, if applicable to job
6. Original Social Security Card (www.ssa.gov)
7. List of references including names, street addresses, e-mail addresses and phone numbers
8. Copy of your Birth Certificate
9. Copy of your work preferences (from the Work Preferences section, page 9)

Work Experience

Note: Some of #1 and #2 may be listed already in your Master Application.

1. List of previous employers information, including addresses, e-mail addresses and phone numbers.
2. In addition to the previous employers information, include previous job information, including a list of job titles, dates of employment, summary of work experiences and contact information of your previous supervisors. Use the O*Net link at <http://online.onetcenter.org> if you need help describing job duties.
3. Copies of work samples, letters of recognition, and salary history, if applicable.
4. Include any descriptions of memberships in professional organizations, volunteer work, civic activity, hobbies and interests.

Education and Training

1. List of names, addresses and dates that you attended high school, college, technical schools and/or a description of any courses or seminars you attended.
2. Include official school transcripts (this may not be necessary if you have been out of school for a number of years).
3. List of honors, certificates and/or diplomas received - note areas of study.

Military Records (if applicable)

1. Copies of separation papers (DD214, available at www.archives.gov)
2. Copies of your military training and military medical records
3. A list of any honors, awards and/or veterans' benefits earned
4. Information pertaining to your contributions (if applicable) to the Montgomery GI Bill (www.gibill.va.gov/) or the Veterans' Educational Assistance Program (<http://education.military.com/money-for-school/veteran/gi-bill/veterans-educational-assistance-program-veap>)

Note: Military records are not vital for your job search, but gathering them is a way in which to organize your personal records. Some employers may want a copy of your DD214, but your military records and veterans benefits are personal and in this case are for your own organizational needs.

Wrapping It Up

After your Job Search Portfolio is complete, print out all your records and keep them in a binder or file folder. It may be helpful to have a smaller binder or portfolio available for transporting your records when you fill out applications or go on interviews. You'll have all the necessary information right in front of you.

Your confidence level will increase when you are prepared and organized!

Stress Management

Being unemployed and looking for work can be extremely stressful.

Stress is a natural part of everyday life. We all have to deal with it on varying levels each day. Stress is not unique to one individual. Left unchecked, however, stress can cause physical, emotional, and behavioral disorders which can adversely affect your health, vitality, and peace-of-mind, as well as personal and professional relationships.

Seek medical help if you feel you cannot control the stress in your life. Some resources are listed at the end of this section, page 20.

Everyone experiences stress in their daily lives, on various levels. How you react to that stress is important.

Below is a checklist of negative reactions to stress and tension. Read each of the following questions and then place a check next to the questions that are true for your present situation:

Do minor problems and disappointments upset you excessively?

Do the small pleasures of life fail to satisfy you?

Are you unable to stop thinking of your worries?

Do you feel inadequate or suffer from self-doubt?

Are you constantly tired?

Do you experience flashes of anger over a minor problem?

Have you noticed a change in sleeping or eating patterns?

Do you suffer from chronic pain, headaches, or back aches?

If you checked four or more of the above, you may be having difficulty handling the stress in your life. Let's consider the following suggestions for reducing or controlling stress.

Note: Even if you did not check many of the above, you will benefit from reading the suggestions that follow.

Being unemployed and looking for work can be extremely stressful. Some stress is normal, but it never hurts to be prepared to counteract negative stress.

Here are some ways to help you cope with job search stress.

Get organized! Prioritize your activities.

Set a schedule. Use a date book, personal phone book, computer, files, etc., to keep on track and moving forward to your goals (view a sample calendar, Appendix page 12 and a blank calendar, Appendix page 13). Make a list of activities and try to accomplish the most important things on your list daily. Remember to also schedule time to do things you enjoy and that make you happy.

Shed the “superman/superwoman” urge.

Be realistic. No one is perfect, so don't expect perfection from yourself and others. If you feel overwhelmed by some activities, learn to say NO!

Treat your job search like a real job.

Don't hang around in your pajamas all day. Get up early, clean up and get busy. Until you have another job, **this** is your job.

Take one thing at a time.

Tackle each task separately. This helps you focus on small tasks individually, rather than a mountain of duties/responsibilities.

Expect rejection, and do not take it personally.

The job search process is full of rejection. Expect rejection from several employers before you get hired. You'll find a good match—don't give up.

Maintain important relationships and share your feelings.

Let your family, friends, clergy or counselor know how you are feeling. If you are feeling overwhelmed, don't try to cope alone. Being unemployed is nothing to be ashamed of. Spend quality time with those you care about and who care about you.

Go easy with self-criticism.

You may be expecting too much of yourself. It's great to set goals, but don't set yourself up for failure.

Join or develop a support group.

Groups are usually available through the employment service (www.servicelocator.org), job clubs, churches, professional associations and community agencies. Being around others in the same situation can be very helpful.

Get out and be with positive people.

Help others, volunteer and network. It'll help you to feel better about yourself and you may hit upon an unexpected job lead or contact.

Exercise regularly and eat a balanced diet.

Live a healthy lifestyle with good nutrition, adequate rest, regular exercise, limited caffeine and alcohol, and balanced work and play. Keep doing the things that make you feel physically and mentally positive about yourself.

Review your accomplishments each day.

You'll see the progress you're making toward your goals.

Meditate for ten to twenty minutes or use relaxation techniques.

Take time to relax and rejuvenate. Visualize how you can manage a stressful situation more successfully. Learning to relax and release stress will help in so many ways as you go through the job search process.

Remember...you are not the first person to be unemployed. You can come through this difficult time stronger and better prepared for the future!

Resources to Help with Stress

Seek professional assistance if none of the the previous suggestions seem to help.

Contact your physician, a counselor, clergy, Department of Veteran Affairs (www.va.gov), National Institute on Mental Health(www.nimh.nih.gov/healthinformation/gettinghelp.cfm), the American Psychological Association (www.apa.org/topics/topicstress.html) or other city, state, or county resources for mental health listed in your local phone book.

Job Search Techniques

Networking

In this section we'll explore why you should network and how to develop and utilize your personal network of contacts to find a job.

What is Networking?

Networking can be defined as interacting or engaging in informal communication with others for mutual assistance or support. It is the skill of creating and nurturing relationships. The methods by which this is accomplished vary from traditional face-to-face interaction to handwritten notes and to today, social media methods. We'll discuss social media in the pages ahead.

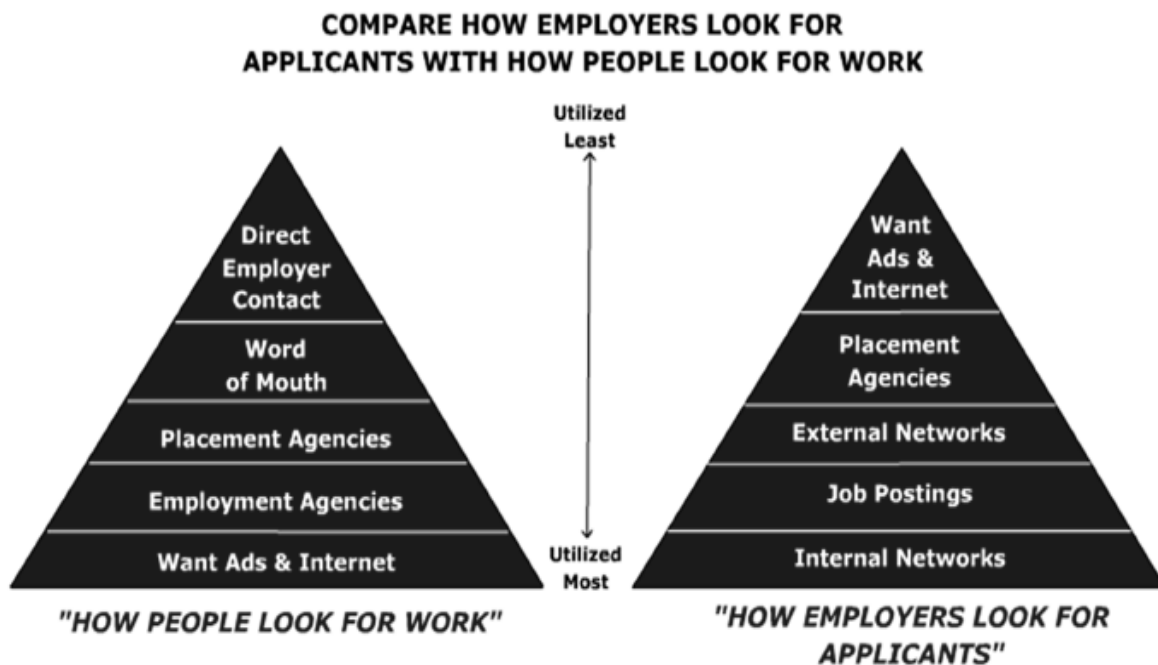
Why Network?

A very small amount of jobs are advertised and the competition for those few advertised jobs is fierce. Researchers have found that when asked how employees got their current job, that over 60% of them say it was because they knew someone, or knew someone who knew someone. You get the idea—it was due to networking!

Think of past jobs you may have held. How did you find those? More than likely, it came from someone telling you about it, or giving you the name of someone to contact. That's how networking works.



So why should you network? Isn't picking up a newspaper and combing through the want-ads good enough? Review the graphic below:



Need more proof?

Odds of finding a job with...	
a phone call	1 in 5
social media (Facebook, Linkd	1 in 200
sending out a resume	1 in 200
filling out an application	1 in 300

Now you know why the way applicants look for jobs and the way employers look for employees may not mesh. Networks are an important piece of your job search plan.

Let's start building your personal network.

Building a Network

Who should be in your network? Circle those you think should be in your network.

- Friends
- Barber
- Banker
- Veterans groups
- Associations you belong to
- Your kid's friend's parents
- Clergymen
- Neighbors
- Relatives
- Former co-workers
- College classmates
- Insurance agent
- Volunteer group members
- Industry contacts
- Military contacts
- School counselors
- Sports league
- Job club

If you circled everyone on the list, you're right! Let's say you list 50 people as contacts on your personal list. Well those 50 may know (or network with) 50 people, who know 50 people and so on.

Make a list of everyone you know who may be able to help you in your job search. List all your personal friends and business associates. Don't discriminate based on what your contact's job may be. You may think, "Why would I tell my hairdresser that I'm looking for a job in advertising? He or she doesn't work in that field." That may be so, but your hairdresser comes in contact with lots of people and maybe one of his/her other clients is someone who could help or even hire you.

Here's a 30 Second Commercial to help you speak to those in your network and a sample Contact Network Sheet is on the next page to help you organize and track your contacts and actions as you network. (Blank Contact Network Sheet is in the Appendix, page 135.)

A **30 Second Commercial** is a brief statement you can use when doing your networking, speaking to employers at job fairs, introducing yourself to an employer, etc. It is intended to be a brief synopsis that sells your skills and desired employment situation. Practice your commercial a few times so it sounds natural. These statements can include any or all of the following:

Greeting: Hello, my name is _____.

Experience: I am an experienced _____ or I have _____ years of expertise in the _____ industry.

Strengths: My strongest skills are in _____ and _____.

Accomplishments: I have received awards/recognition for _____.

Area of Interest: I am interested in working in the field of _____ or
I am interested in expanding my expertise in _____.

Contact Network Sheet	
Personal Contact (friend, relative, associate, etc.)	Companies or contact persons I have been referred to and actions taken
<p>Example: 1/10 Jim Johnson at the Elk's Club</p>	<p>referred me to Sue Peterson at Kacey Electrical Contractors (808) 123-4567 - Called Sue on 1/11 and set up time for next Tuesday at 2 p.m. to discuss possible journeyman openings</p>

Using the Internet to Network

We know that networking is the art of communication to provide mutual support and assistance. That communication can also extend to networking via the Internet. It's a great way to build casual relationships based on mutual hobbies, professional group membership, mailing lists, etc.

Just as you would do to those people you see face-to-face or speak directly with on the telephone, put the word out on your Internet networks that you are job hunting. Sometimes recruiters or others with hiring authority may also read or participate on community forums, discussion/message boards or specialty interest websites. Below are examples of how Internet networking might work.

Be cautious of your "voice" when you are online, as your speech inflection, body language and tone cannot be relayed easily through written words. That also includes spelling correctly and checking grammar before submitting posts. Maintain your professionalism and read your message before sending.

Remember: You will still make an impression even if you can't be seen.

Examples of Using the Internet for Networking

Jane is an administrative assistant and wants to find a new job in the same field. She does an Internet search on one of the large search engines, entering "discussion boards for administrative assistants." She finds several sites, including one that includes a large section for those who are searching for jobs. That's the one she registers (for free) with and starts posting questions relating to this field. One day on the message boards a recruiter for a large company notices some of Jane's postings and contacts her with a position opening. Jane applies, interviews and eventually gets the job.

Aidan isn't sure what field he wants to go into after serving in the Army for 4 years. He was a mechanic in the service, but wants a career change. He doesn't necessarily want to return to school at this point. Aidan has a passion for photography and is a member of an on-line forum for people with similar interests. In passing, he mentions that he is changing careers and wishes he could do something in the photography field. Another member of the forum knows a photography instructor and puts Aidan in touch with that person. He contacts the instructor and decides that professional training in photography is probably a good idea and he enrolls in some courses at the local community college.

We will explore the latest trend in Internet networking: social media, and how it relates to networking.

Social/Business Networking Sites

Social media encompasses the different online technology tools that people use to communicate. It can take the form of websites, blogs, audio, photographs, podcasts and other multimedia tools such as social and business networking sites like LinkedIn (www.Linkedin.com), Twitter (www.twitter.com), Facebook (www.FaceBook.com) and others. These types of media have moved face-to-face networking more to the back of the line and have become accepted methods of professional communication.

This style of networking is now almost a requirement for communicating with employers online. Employers often go online to review a job candidate's networking skills, as well as technical savvy. These new rules hold especially true in the high-tech fields, where being up-to-the-minute is essential. However, other industries are also following suit. In fact, one CareerBuilder.com survey of employers said that 24 percent of hiring manager researched job candidates via social networking sites and found content that helped to solidify their hiring decisions.

Not having an updated profile (with recommendations) on networking sites that relate to the job field is, for some employers, not only a liability, but a sign that the candidate is possibly out-of-touch. Job seekers in their 30s and 40s may not be well-versed in social networking and may need tutoring in how things have changed and how to best utilize the new trends.

Someone applying for a position in marketing, for example, will come across better in a job interview if he or she can showcase their marketing talent with an audience following them through a networking site or even a blog. People in sales look better if they can show they have a broad network of contacts in their field.

An executive personnel director of a major financial institute says 10 to 12 percent of their company hires come through LinkedIn, and she searches niche networking sites for active users who might be promising business leaders. She even uses sites such as Twitter to reach out to new recruits.

Making the Most of Social/Business Networking Sites

27

We know that businesses are making their electronic footprint more prominent with company webpages, FaceBook, MySpace and Twitter accounts. Job candidates can use these various sites to their advantage, as well, to find job openings, follow business trends and explore the company culture. And although social media is becoming an effective way to network, asking an executive you're hoping to work for to be your "friend" on Facebook is a big mistake and may result in failing to secure a job at that company.

Finally, as with email and the internet, social media is becoming prevalent for socializing, networking and communicating, but it can become a distraction at work. Employees need to be diligent in properly utilizing these tools. Some employers say they encourage the use and practice of social media to expand their companies' networking reach and technical expertise, but they recognize the need for balance between productivity and abuse. Employees will need to be conscientious of the company policy regarding social media use while on work time.

An important rule of social networking is to not use these sites to "cold" e-mail executives with whom you've never made a prior connection, either online or in person. Employers frown on being contacted by these means and the hiring guidelines are probably explained elsewhere on their site and are handled by other personnel.

Wrapping It Up

A Networking is a great way to get let others know that you're looking for a job and is a great way to tap hidden or unknown opportunities. Utilize all of your personal network of contacts to provide you advice and information, give job leads, and introduce you to other people, thus expanding your network further. And more importantly, it expands your employment and career opportunities.

Follow up with your networking partners. Let them know how your job search is going and how their efforts have helped you, especially if their help leads to your employment!
Do not discount their contribution.

Research

By this point you've made some decisions about what kind of occupations you like and have lined up some networking contacts. Now let's learn about the specific companies you're interested in. When you research companies, you are not only learning about companies you may want to work for, you're also gathering helpful information for use in your interview situations.

Going directly to company web sites is the **best** way to research a company. An easy way to search for a company is to enter the company name in one of the larger search engines. Chances are the site will be listed. Pull up the companies' web sites and see what they say about themselves in the "about us" or "our company" sections of their sites.

If you do not find information on a particular company try using using keywords such as "company information" or "company research." Some good resources are:

America's Career Info-Net (hint: click on Industry Information) - www.acinet.org
Vault.com - www.vault.com
Wetfeet.com - www.wetfeet.com
Monster.com - <http://company.monster.com>

Go to your local library, book stores, college career centers and your state Department of Labor for additional resources. Some good resources might be:

Dun & Bradstreet's Million Dollar Directory
Standard and Poor's Register of Corporations
Mergent's Industrial Review
Thomas Register of American Manufacturers
Ward's Business Directory

Next, let's consider several important factors to consider before you ever make that first contact with a company you may want to work with.

When you are researching companies, here is what you're looking for:

What does the company/business do (services and products)

Number of people employed

Business volume, net worth, profit and loss, company stability, etc. (see company's annual report if possible, some post them on-line)

Company competitors

Company history and future plans

Company locations (headquarters, branch offices, international offices, retail outlets, etc.)

Salary range or hourly rates paid for various positions

Contact names (department heads, human resource manager, people you know who work there, employee names, etc.)

Employment activity (recent hirings, firings, layoffs, etc.)

Titles of positions that interest you within the company

Keep a record of important information about the companies you research. Use the Company Research Worksheet like the one on the next page to keep the information organized and easily accessible. (Blank Company Research Worksheet is available in the Appendix, page 127.)

Company Research Worksheet

Company Name: XYZ Enterprises

Other information (web address, phone number, address, etc):

www.xyzenterprises.xyz 4444 E. South Drive
(303) 333-1234 Denver, CO 80000

List the things you already know about the position or company, such as salary, duties, location, company size, etc.

Position - Administrative Assistant, pay depends on experience, great benefits

25-year-old company, mid-size, not a lot of employee turnover!

Location - about 30 minute commute

Make a list of questions you want to research before approaching the company, such as hiring authority, current projects, growth potential, etc.



Who do I send application/resume to?

What kind of education background is necessary?

Are they going to expand into telecom, as their website indicated?

What are some things you learned about this company that make it a place that you want to work?

They are a well-established, well-respected company.

They don't have a lot of employee turnover. They must be a good place to work!

They have a great retirement plan.

They have a great website.

Informational Interviews

Conducting informational interviews means speaking informally with people who are working in the field you are interested in. In addition to building a valuable network of contacts in the field, you'll also learn more about a particular industry or occupational area. The informational interview communicates the impressions and real-life experiences of someone in the profession.

Informational interviews are a good way to make initial contact with potential employers, but it can feel uncomfortable and nerve-wracking at first. At this point, remember you are only gathering information. You are not asking about job openings at this time.

Contacting people without any previous introduction or contact is also known as cold calling. It is helpful to use a script to guide you and help you organize your thoughts. Check out the script below and suggested questions on the next page to get you started.

You can personalize your own script when talking to certain companies about specific information.

Company Research Script

—Introduction Script—

- **Hello, my name is**
_____.
- **I am researching labor market information in the field of**
_____.
- **Would you mind answering a few questions about this field?**
- **Thanks!**

Company Research Questions

These questions are a guide – select a couple to ask (no more than 5).

1. What does someone need as background/education to be successful in this career/occupation?
2. How many employees do you currently have in this position and what is your projection for this position?
3. What do you see for the future of this occupation? For the future of this industry? Why?
4. Describe the ideal candidate for this type of occupation?
5. Can you tell me about your corporation's goals, as far as expansion, relocation or anything that may be occurring in the next 5 years?
6. What would you say is the biggest obstacle to overcome for someone pursuing a career in this occupation?
7. What companies make similar products, or do a similar business as yourself? Who are your competitors, and what makes your corporation better than the competition?
8. What type of career ladder exists for this type of position, within your company?
9. What is the most difficult aspect of a career in this occupation?
10. What career advice would you give regarding this field?

Wrapping It Up

Remember, researching a company will be a key element in your job search process. Knowing as much as you can about a company will give you an edge over the competition.

Use your resources to learn about companies you are interested in. Employers will appreciate your initiative!

Job Applications

The thought of filling out a job application can make any job hunter's palms sweat, but it's not cause for stress if you are prepared. This section will help you become an application expert!

Why do employers want an application? Isn't your resume enough? Employers use application forms as a way to categorize information in a standard format from all applicants. They want the same information from all job seekers. Employers also gather information in an application that they would not otherwise see on a resume. That's why job seekers are sometimes asked for both resumes and applications.

Let's be sure we are filling out the application in the best possible manner.

One of the most important aspects of completing employment applications is to be ready and prepared to complete the application thoroughly. To do so, you should:

Arrive prepared. Bring the information you need to complete the application. *This includes the information you've already gathered in your **Job Search Portfolio**.*

1. Copy of your resume (see the Writing Effective Resumes section)
2. Copy of your master application (see the Appendix, pages 123-124) - if you have not previously completed yours, go to the blank master application and fill out now
3. Driver's license (not a copy) or state-issued identification card
4. Copy of your Department of Motor Vehicle history printout, if applicable to job
5. Copies of appropriate state or union licenses (see Appendix, Licenses/Certificates/Union Memberships, page 117), if applicable to job
6. Original Social Security Card (www.ssa.gov)
7. List of references including names, street addresses, e-mail addresses and phone numbers (Appendix, page 119)
8. Copy of your Birth Certificate

Being prepared is a crucial part of the application process.

Here are more important tips that will help you properly and thoroughly complete your application for employment.

Read and follow instructions. This seems easy, but employers often say they are surprised at how many job applicants don't follow the simplest of requests such as to fill out the application in ink. Look over the entire application before you begin.

Be honest. Many employers request background checks on job applicants. That little fudging you may be tempted to do about salary, education or work history may come back to hurt you if you have not been truthful. Dishonesty is a pretty surefire way to knock yourself out of the running for any job.

Neatness counts. You don't have to win penmanship awards, but your handwriting does need to be neat and legible. Also, keep the application form itself clean. Don't return a bent-up, smudgy application form and wonder why you aren't getting calls for interviews.

No blank spaces. If an area does not apply to you, write in "not applicable" or "N/A." Even if your resume has some of the same information that is being requested don't write "see resume." Fill in the requested information again. Blank areas may look either as if you are avoiding answering, or that you neglected it through lack of attention to detail.

Customize your answers. Just as you will do in your resume and cover letters, tailor your job duties and responsibilities so that the emphasis is on those experiences that match the opening.

Salary requirements. Even if it is requested in the application, you don't necessarily have to get specific yet. Don't leave the space blank, instead it is acceptable to write "open," "negotiable" or "willing to discuss." Or, you could research salaries (try a site like www.salary.com) and write in a range. Also see information about salary history in the Appendix, page 119.

Proofread, proofread, proofread. Check over your application for misspellings and accuracy before handing it over. Make sure all appropriate boxes are answered or otherwise filled-in.

A final point is to handle negative information with caution. Let's learn how to present this type of information on applications.

Handling Negative Information

Regardless of the position, you need to prepare for the reality of answering difficult questions on the job application. In an interview situation you have the opportunity to explain yourself, but that may not be the case on an application form. You are trying to create a positive impression on the employer. So answer carefully.

First, do be honest. Do not leave the question blank or lie. Most companies conduct background checks before hiring and those omissions or lies will come out. You can also be terminated for lying on an application or resume. It is acceptable to write “will explain in person” in those questionable areas.

Fired: If you ever need to address why you left a position and the reason is because you were terminated, it is important to be positive. You can write, “Terminated - will explain in interview.” Once you have an interview you can explain why you were dismissed from your previous position. Possibly bring up that you have learned a lot about yourself from this experience and are aware of the role you played in the situation. Show the interviewer that you have grown and learned as a result of this experience.

Conviction: It’s very important to be honest about your situation. Be aware that in some cases, there will be certain positions you will not be able to obtain based on the type of conviction you may have. If the question is “Have you every been convicted of a crime?” it is acceptable to write, “wish to explain in person.” An example for what you could say in an interview is: “I left that section of the application blank because I wanted to be honest with you and have the chance to explain myself. I have a felony conviction. I’m sorry for the grief I caused other people and I’m embarrassed about having committed a crime. Since I wasn’t sure about the confidentiality of this information, I feel an obligation to explain my situation to those who need to know. What would you like to know about my situation?”

Less Than Honorable Military Discharge: Some applications include questions about military experience and ask about the type of discharge that was received. Additionally, some employers will ask for your DD-214. Again, it is acceptable to write in the space “will explain in person.” In the interview explain, in general, the events leading up to the discharge situation. Don’t get emotional, but do show regret for the circumstances. Tell what you learned and emphasize how you have changed.

Health: You may be asked on the application about certain physical requirements of the job – such as how much can you lift, and duration of standing or sitting. The same rules apply here. Explain on the application that you “will explain in person.” Then when the interview comes, you can explain the situation and move the interview toward the types of skills and experiences you **can** bring to the position

Wrapping It Up

Occasionally when you hand over a resume, you will have an interview at that same time. This is particularly true of retail or service industry jobs. Make sure you are appropriately dressed, just in case.

If you have not heard from the employer in about a week after filling out the application, call them and ask the status of the position. If it has not been filled, ask for an interview.

Be proactive! You are your own best advocate.

Applying On-Line

As you are well aware, a great deal of companies have websites, list job openings and accept applications on-line. There are also company websites that let you upload your resume or copy and paste your resume directly to the site.

When conducting company research visit the company's website and look for a link to "career opportunities," "careers," "employment", etc., and follow the directions. When applying for these positions, you want your name to rise to the top of the list of job candidates by matching your job profile and skills or application to the qualifications needed for the job. Use many of the same keywords in your application as the job announcement mentioned.

Websites will all vary in look and style, but in general, on-line application processes are very similar in operation. For example: Go to any company's website and find "job opportunities." You may need to register to apply for any open positions. Make sure to take your time and fill out all fields accurately. Once you register you will need to write down your username and password to access the site at a later date. You may want to consider using the same username and password for each career site you apply to.

Below are examples of job descriptions. You will see that the keywords in the job descriptions are bolded. These would be the words you want to use when you state your own qualifications for the position openings.

Rose and Company is seeking **Forklift Operators**. We need individuals on our **sit down forklifts, stand-up/reach forklifts, and or our clamp forklifts**. All candidates must be **certified** with the forklift and have at least **1 year experience** operating a forklift on the job. Candidates must be familiar with **inventory counts, scanning, and order pulling** as well. This is a **long term position** with the pay starting between **\$9.00 to \$11.00/hr** depending on experience.

We are hiring a **forklift driver** for a manufacturing company. Qualified candidates must have a **manufacturing background** and be open for working **12-hour shift**. Qualified candidates must have a **High School diploma or GED**, and have **3 months forklift experience**.

We have an open position for a **Parts Clerk** in Evansville, Indiana that offers a friendly work environment. If you have a background in **parts**, this is a great opportunity for you! The Parts Clerk will:

Maintain adequate **inventory levels**

Facilitate shipping and receiving of parts

Distribute parts to customers and to shop and field mechanics over the counter

Research various parts and prices for mechanics and customers

Deliver parts

See if you can find the keywords in this one. Answers in Appendix, Keyword Answers, page 115.

This role is responsible for selling repair service, parts and maintenance agreements for forklifts, construction and agricultural equipment. The candidate will maintain and grow existing accounts as well as develop new business. S/he will help create sales strategy and tactically execute the sales mission to achieve preset targets.

This individual will perform needs analysis within accounts in order to provide customers maintenance solutions. Supply data and help produce sales reports and forecast projections.

If you view a job announcement you are interested in applying for and meet all the qualifications, follow the application instructions and enter the necessary information. Be sure to include the key words listed in the announcement and describe your knowledge, skills and abilities.

Some companies may ask you to submit an electronic resume in addition to submitting an on-line application. If this is the case, please view the Electronic Resume section of this workbook to learn how to create an electronic resume and upload it to an employer's site.

Personal vs Professional Email Address and Profile Names

Job seekers applying for jobs online or including emails on resumes have the need for a professional email address. Many employers will contact job candidates through email and seeing a cute or clever (at least *you* thought it was clever) address can help end your chances with that employer. This awareness of name choices extends to the user and profile names you set up on social networking sites.

Let's say this is your personal email address: PartyTilUPuke@abc.com. How many employer responses do you think you'd receive with that compared with JohnDoe@abc.com? What if your user or profile name is BabyCakes2 compared to just your name? You are job hunting and, as such,

using a safe, non-controversial user name is best. Save the personal names for personal use only. If you need to, set up separate professional-sounding email addresses and profile names that you use exclusively for job search and/or for professional networking.

That impression you're making? Even something that seems harmless such as an email address or fun profile name can create an impression and it may be one that you don't necessarily want to create for a potential employer!

Wrapping It Up

Companies all over the world, both large and small, utilize the Internet for publicizing and enhancing their business. It is a natural leap that many of them would also recognize how practical and easy it is to utilize it for accepting job applications.

Review the company's web site for details on how they want to receive applications. Follow the directions. It's extremely easy to be bumped out of the running for any job opening by not following required protocol.

Want Ads

38

You've probably heard it before and it's worth repeating – finding a job through the want ads is not the ideal method for a job search.

Most job applicants are not hired through the want ads. It is true though, that it is one of the ways most job seekers turn to first in their hunt for a new job. And local companies who are not interested in hiring people who have to relocate, may only advertise through local want ads, in both printed and on-line newspapers.

So how do we use this tool to it's greatest capacity? Let's find out.

Many people know how easy it is to simply flip open the newspaper to the want ads or cruise over to the on-line version of the ads. That part is easy, but do you know how to decipher want ads and respond to want ads effectively and efficiently?

Decipher Want Ads

Space is at a premium in newspapers, want ads included. Using abbreviated words saves employers valuable ad space. Review the following list for some want ad abbreviations.

req'd - required
exp. - experience
f.t. or f/t - full time
yr. - year

info. - information
exp'd - experienced
p.t. or p/t - part time
avail. - available

immed. - immediately
 ref. - reference
 pd. - paid
 flex. - flexible
 eve. - evening
 mo. - month
 mgr. - manager

e.o.e. - equal opportunity employer
 pref'd. - preferred
 pd. train. - paid training
 wk. - week
 wkly - weekly
 w/ - with
 sal. - salary

Review the following suggestions to make sure you're covering all bases:

Make sure you meet the requirements for the advertised position. Don't waste your time, or the employer's, if you know you don't meet the criteria.

Try to personalize your cover letter. If a phone call is included, call and ask to whom you should send your cover letter and resume. Some ads are blind, in that they do not list a specific name or offer a phone number for contacting. In those cases try to address your cover letter to a position title such as "Hiring Manager," "Marketing Director," or "Human Resource Manager."

When writing your cover letter, clearly answer the requirements as set forth in the advertisement. Tell the employer why you are the candidate they are searching for. Ask for an interview. If you have a phone number, call them if you do not hear back after a few days .

Some ads request that you phone for more information. Remember that your voice and phone presence will make an impression just as if you were there in person. Always be professional and polite.

Include everything that has been asked for in the advertisement. If the ad asks for references, copies of certificates, salary history, etc.,—do it. Leaving requested information out could be cause enough to discard your application materials.

Steer clear of any ads or subsequent phone calls/letters that request money in exchange for job information. You know the old adage—if it's too good to be true, then it probably is.

Wrapping It Up

Even though we know that most new employees are not hired through the newspaper ads, searching the want ads can be helpful in the job search journey. Remember to check on-line newspaper editions as well. And once you learn how to properly read a want-ad, you'll know immediately whether an advertised position is worth your time to pursue.

Explore all avenues and use all the tools that are available to secure the position you want.

Career Websites

Career websites are on-line job search agencies. In addition to providing job search advice and support, their primary aim is to match qualified candidates with employers looking to hire.

Resumes are stored on-line, usually at no cost to the job seeker. Employers search through the candidate's resumes, many times for a fee.

There are a variety of career websites for use in your job search. Some are specifically geared to certain fields of work and others are broader in nature. Some sites are easier to use and are more well known, but most operate in much the same way. It's a personal preference which sites you feel work better than others.

Let's look at some of the pros and cons for using career websites.

Using Career Websites, Yes or No?

Pros	Cons
Lots of prospective employees see your resume.	Prospective employers can see hundreds or thousands of applicant resumes.
Many job openings are posted.	Not all job listings are current.
You can search for jobs locally, statewide, nationwide or internationally.	Other job seekers are also searching those same jobs locally, statewide, nationally and internationally.
It's an easy, inexpensive way to get your resume out there.	Not all career websites are ethical, private or free.



So how do you find these career websites? It's as simple as going to one of the search engines and entering "Job Site," "Career Search," or something like "Find Jobs." Any of those are going to return results for many career websites.

Wrapping It Up

Using career websites has a multitude of positive factors associated with it, but also has some downfalls. Bottomline, it can be helpful, but don't make it your only method of searching for a job.

Job Fairs

Job fairs (sometimes called employment fairs or career fairs) are organized events with many employers set up with information about their companies. Many employers are hiring, but some may be gathering a pool of applicants for future use. They can be an efficient method of talking with many employers under one roof at one time. They provide a great opportunity for you to meet employers from a variety of industries. Most are free for job seekers.

Newspapers (on-line and hard-copy editions) and trade publications often advertise job fairs. Sometimes local Chamber of Commerce offices will also know about upcoming job fair events.

Job fairs also give you practice using your 30 second commercial (see next page for a sample script, it is the same script referenced on page 24 of this section), meeting employers and telling them about yourself and even having brief, on-the-spot interviews. If you make a favorable impression, you have the opportunity to be invited for a more thorough interview later.

A 30-Second Commercial is a brief statement you can use when doing your networking, speaking to employers at job fairs, introducing yourself to an employer, etc. It is intended to be a brief synopsis that sells your skills and desired employment situation. Practice your commercial a few times so it sounds natural. These statements can include any or all of the following:

Greeting: Hello, my name is _____.

Experience: I am an experienced _____ or I have ____ years of expertise in the _____ industry.

Strengths: My strongest skills are in _____ and _____.

Accomplishments: I have received awards/recognition for _____.

Area of Interest: I am interested in working in the field of _____ or I am interested in expanding my expertise in _____.

Preparing for Job Fairs

How do you prepare for a job fair? Think of your job fair participation like an interview situation. That means doing all the things you would do before a regular interview.

Your resume. Prepare and have multiple copies of your resume available, printed on nice bond paper.

Research. Many job fairs are advertised in advance and the participating employers are listed. Check out the companies you are most interested in making contact with and research them on-line. If it feels as if the employer has time, ask a question or two about the company.

About you. Practice telling the employer briefly about yourself and your qualifications. Refer back to the 30 second commercial outline above for some ideas.

Bring only essential items. For a job fair, this usually means a portfolio or briefcase in which you can carry your resumes, any licenses or certificates employers may be interested in, transcripts if you are a recent graduate and a scheduling book/calendar. Many employers have brochures or informational handouts about their companies. You can put those things into your portfolio or briefcase.

Your clothing. Even though job fairs are a little less formal than a typical interview, don't dress down. Dress just as professionally as you would in any interview situation.

Rest. Be sure to get plenty of rest the night before you attend a job fair. You want to be energetic and refreshed.

Wrapping It Up

The atmosphere at a job fair can be crowded, loud and hectic. Be prepared with your plan of action and you won't feel lost in the crowd.

Don't be disappointed if employers do not have a lot of time to spend with you or if you don't have an interview right then. But do be sure to get the business cards of those you do meet as you can contact them later and also add them to your network. And remember that a job fair is just one more tool to use in your job search.

Temporary Employment

Temporary employment is a valuable type of employment to adopt when the situation calls for it. Temporary employment (sometimes called "temping") usually translates into accepting jobs that are not permanent in nature, although some temporary placements do grow into permanent positions. Even consulting and freelance work are considered by some to be temporary jobs.

Some reasons to consider the option of temporary employment are as follows:

Get paid. Temping is a great way to keep earning a paycheck while you search for new employment. Unfortunately your creditors will not simply wait until you find a job.

Learn new skills. One of the best things about temporary jobs is that you have the opportunity to learn many new skills through different assignments.

Explore different career fields. Temporary employment is a way that you can "try out" different career avenues without committing to them just yet. You may find that some fields don't suit you and that others are just your type.

Have variety in your worklife. It's a certainty that temporary jobs can bring you lots of variety in each assignment. If you work well with daily challenges, temping is a good fit.

Gain a broad range of professional experience. You'll gain valuable work experience when you temp. This is especially helpful if you are new to the job market or re-entering after an absence. It will help to build and bulk up your resume.

Add to your network. When you temp, you work with a variety of companies which allows you the opportunity to meet and work with many people. Some temporary employees are hired permanently after showcasing their talents. Even if this is not the case for you, there is the possibility that your temporary employer can refer you elsewhere, resulting in better assignments or a permanent job.

Cover Letters/Resumes and Temporary Employment

If you are concerned that listing your temp assignments make you look like a job hopper, you can use your cover letter for a brief explanation. You could say that much of your experience was gained during temporary assignments. Explain that your resume includes the relevant skills and abilities for the position in which you're applying.

When you present your temporary employment experience in a resume, the best format to use is probably a functional or combination resume type. It allows your duties and skills to be listed without having to include every temporary assignment. This information is discussed in detail in the Writing Effective Resumes section.

Wrapping It Up

Taking temporary jobs may not be your ideal work situation, but it can provide you with income, experience and opportunities while you continue to seek a permanent position. Don't rule out the possibility of temping until the right career situation comes along.



Writing Effective Resumes

Resume Formats

Resumes aren't just for white collar jobs anymore. In fact, it is a good idea to have a resume no matter what career field you're pursuing. Your resume is a sales tool that is used to sell yourself to an employer. Resumes do not secure a job for you, but they are the first method in which an employer gets to know who you are and why you might be a good fit for his or her company.

Resumes highlight and summarize your qualifications and experiences.

There are four types of commonly used resume formats: functional, chronological, transferable skills (combination), targeted and a couple of lesser used formats. Let's look at each of the resume formats.

The four types of resume formats most commonly used are:

- Functional Resume
- Chronological Resume
- Transferable Skills (Combination) Resume
- Targeted Resume

Functional Resume

The Functional format can be very effective. It works particularly well for people who do not have related work experience, who have large gaps in their work history, or who have a wide variety of experience in different areas. In the Functional resume, the focus is primarily on related skills. In place of the 'Work Experience' section (Chronological), the functional format employs two sections: Related Skills and Work Chronology.

Under the 'Related Skills' section, experiences from work, education, volunteer and extra-curricular activities are drawn together and presented under sub headings describing the skill you want to emphasize. In the 'Related Skills' section you have indicated to the employer the skills and abilities you have acquired. You have not, however, included any information about where you gained this experience. The 'Work and Volunteer Chronology' sections will serve this purpose. These sections should only include job/volunteer title, name of employer and dates of employment.

Pros

- Consider this format if you have limited direct experience, since it de-emphasizes a lack of related work experience
- Enables you to highlight skills as they relate to a specific job and it gives you a strong awareness of who you are and what you can bring to a position
- Very effective for recent graduates as it allows you to demonstrate skills and capabilities acquired from your studies, volunteering and other areas

Cons

- It is not immediately evident the type or amount of work experience you have
- Takes more effort to develop this type of resume
- Does not demonstrate employment growth and development
- Some employers have trouble following this style of resume

Sample Functional Resume

Mary Jenkins
52358 Pearl Street
Rockville, New Jersey 15332
Telephone: (702) 555-1111 e-Mail: mjenkins2@xyz.com

Professional Objective

Administrative Assistant position where my coordinating, analyzing, planning and budgeting skills would be utilized.

Coordinating Skills

Coordinated fund-raising activities of twenty members of the local Parent Teachers Association (PTA) successfully raising \$6,000 for playground facilities. As member of the Women's League of Rockville Methodist Church, initiated a relief center to meet clothing needs for the community. Also developed a schedule to meet demands of five busy household members, including carpools, cleaning, cooking, and general house management.

Budgeting Skills

As Treasurer of our local Civic Association, managed \$10,000 budget for two years. Organized and managed family budget for 17 years. During this period, have accumulated savings necessary for four years of college for a daughter. In addition to financial matters, have learned to budget time through well-organized scheduling of community activities and family responsibilities.

Communication Skills

Developed interpersonal skills during ten years' experience with PTA and church members.
Have learned the subtleties of persuading adults to contribute time and money to community projects.
Have invested considerable time and effort in developing open communication between family members. Possess ability to retain a sense of humor in tense situations.

Memberships

Elected treasurer of local Civic Association, 3-year term.
Voted to Board of Directors for Rockville Methodist Church, 1-year term.
President of PTA 2 years consecutively.

References

References furnished upon request.

Chronological Resume

This is the format people typically think of when they think of resumes. In a Chronological resume, one's experience is presented in reverse date order. This format highlights your employment history, and is recommended for use when you have a specific job in mind and when your experience record indicates a consistent related history.

Pros:

- Traditional format that is most commonly used
- Emphasizes job duties and highlights a steady work history
- Easiest type of resume to prepare
- Excellent type to use if you have experience related to the job you are applying for, as it focuses on your employment experience

Cons:

- If you don't have related or relevant work experience, it is immediately evident
- Gaps in your work history are strongly shown
- It poorly highlights or identifies your skills
- Not well suited for job seekers who are changing careers

A variation of the Chronological resume is the Related Experience Chronological. This format is still considered Chronological, but it separates your experience into a 'Related Experience' section (work and volunteer) and an 'Other Experience' section. This allows you to present your information in a more favorable manner.

See a sample chronological format on the next page.

Sample Chronological Resume

Joseph R. Lasky
822 San Antonio Drive
Carmel, CA 98211

Day Phone: (111) 111-1111 Evening Phone: (111) 111-1111 e-Mail: joe@abc.com

OBJECTIVE: Electrician with full range of responsibilities from maintenance to installation.

SUMMARY: More than 12 years experience in all phases of the electrical field. Expertise in troubleshooting electrical circuits and providing necessary maintenance. Effective supervisor of trades people.

EXPERIENCE

2003 - PRESENT **MASTER ELECTRICIAN**
XYZ Management Company, Lima, Massachusetts
Total electrical renovation of apartments for new tenants replaced fixtures, switches, receptacles and wiring.
New wiring of single family homes, townhouses, commercial work on high rise office buildings in the Central Virginia area.

1992 - 2003 **ELECTRICIAN**
United States Army, Fort Bragg, North Carolina
Repaired, installed, adjusted, modified, and tested electrical systems and devices for 300,000 square feet of office and classroom space; including: Electrical panels, Fluorescent, Magnetic Starters, Conduit, Computer, Switches, Receptacles, Motors, Breakers, Incandescent Lights, Ballasts, Wire, Telephone Lines.
Purchased material for over 1,000 electrical items.
Trained two apprentices on electrical maintenance procedures.
Supervised from 1-4 trades people
Read blueprints and schematics for wiring of new equipment, new additions, and new buildings.
Worked with voltages up to 480-volt 3-phase systems.

1987 - 1992 **RETAIL CLERK**
Morgan's Pharmacy

EDUCATION

Best Community College, Lima, Massachusetts
Courses focused on technical mathematics Dean's List with G.P.A. 3.68
Training Community College, Old Harbor, Massachusetts
Electrical Construction, 1,920 hours of study, certificate awarded 1987

SPECIAL LICENSE
Massachusetts Journeyman's License # 5678-JK

Transferable Skills (Combination) Resume

The Transferable Skills or Combination resume combines features of the Chronological and Functional resumes, presenting a fuller picture. This format should include a 'Personal Profile Summary' and a 'Skills and Abilities' section which highlights your strengths through the use of 4 - 7 key skills summaries. The first page of this resume displays your strengths, skills and abilities and allows the recruiter to see how they can be used on the job.

Pros

- Highlights your key skills and special strengths
- Good for job seekers with a clear job focus and knowledge of position requirement
- De-emphasizes trouble spots such as an outdated educational background or a history of many jobs
- Saves the employer time and energy trying to figure out what you can do

Cons

- This type of resume takes more effort to put together
- Some employers will be less familiar and therefore less comfortable with this format
- Not suitable for job seekers that have little related paid or non-paid experience and a limited number of skills.

Transferable Skills (Combination) Resume Example

Abigayle Rose
5228 West 91st Avenue
South Beach, FL 15225

Day Phone: (111) 111-1111 Evening Phone: (111) 111-1111 e-Mail: arose@bbc.edu

Objective: Sales/Marketing Position

Highlights of Qualifications

- Over 15 years professional experience with the public.
- Personable and persuasive in communicating creatively with thousands of customers from all cultures and economic levels.
- Proven skill in persevering to solve customers problems.
- Self-motivated and confident in making independent decisions.
- Very well organized and able to meet deadlines.

Relevant Experience

Sales & Marketing

- Made direct presentations to retail store owners and buyers, marketing Christmas ornaments and gift items imported from the Philippines.
- Co-hosted sales seminars for potential real estate partnership investors.
- Oriented customers by answering questions regarding project details.
- Followed up by phone to verify their commitment to invest in the partnership.
- Canvassed by cold calling for contributions to a nonprofit organization.
- Consistently surpassed sales quotas in retail clothing and house-ware departments.
- Co-led voter drive and personally persuaded 2000 citizens to sign the petition in support of placing a community improvement initiative on the ballot.

Organization & Customer Service

- Resolved wide range of customer problems, applying diplomacy and assertiveness to delivery delays, fee and budget problems, property management decisions, airline emergencies and in-flight problems, and culture/communication barriers.
- Organized the logistics of speaking engagements and investment seminars: location - catering - seating - literature - speakers - travel.
- Maintained extensive financial records regarding individual and corporate clients.
- Successfully collected thousands of dollars in overdue or unbilled fees by thoroughly auditing billing records and persevering in telephone collection follow-ups.

Employment History

- 2002-Present: Office Manager/Bookkeeper United States Navy, San Francisco
- 2000-2002: Office Manager/Bookkeeper Grothe & Associates, San Francisco (Real Estate Limited Partnerships, Non-Profit organization, author/lecturer)
- 1995-2000: Philippine Import Sales Self-employed, selling to Bay Area stores
- 1990-1995: Neo-Life Vitamin Sales Self-employed, selling to flight attendants part-time, concurrent with airline employment
- 1985-1995: International Flight Attendant Transamerica Airline, Oakland

Education

- B.A., Speech/Theatre Arts - University of California, Santa Barbara

Targeted Resume

Any resume format (Functional, Chronological, Combination) can be a targeted resume. What makes the targeted resume unique and preferred by employers is that it is targeted to a specific company and/or to a specific position.

The targeted resume is written to highlight the skills, qualifications, and experience that match the requirements of your job target.

You would write a targeted resume when:

- You are writing your resume to a specific company
- You know the specific title of the position for which you are interested in applying
- You know the qualifications that are required for the position
- You are sending your resume in response to an employment advertisement

When you write your targeted resume to a specific company, you type in the exact title of the position for that particular company. Then you type in the skills, abilities and qualifications you have that match up directly for the position you are applying for. Other items in your generic resume that are not geared toward that company or position, you would leave out, or de-emphasize lower into the resume.

The overall goal of a targeted resume is so the employer knows what position you are applying for and what types of skills and experiences match to that position.

Sample Targeted Resume

Jason Jeffries
10 Emerson Drive
Norfolk, Virginia 33333
(101) 555-1234
jason.jeffries@xyz.com

Objective: Service representative for Accounting Software International, specializing in conversions.

HIGHLIGHTS OF QUALIFICATIONS

- Excellent teacher/trainer; patient and effective when working with a wide range of personalities
- Successful in identifying and solving computer related problems
- Project oriented, sticking to a task until completed
- Successful in learning and comprehending new systems and methods

RELEVANT EXPERIENCE

Bookkeeping

- Reconciled loan payment records between servicing company and 150 lending institutions.
- Reconciled cash records to computer records for over 200 accounts on a monthly basis.
- Prepared monthly payroll, paid bills and processed tuition payments for private preschool.

Teaching/Supervising

- Trained nine people in investor accounting, most of whom had no previous experience.
- Wrote an Investor Reports Instruction Manual minimizing training time for new employees.
- Maintained cordial working relations, while explaining and clarifying others' errors.
- Interviewed and hired four staff members.

Computer Usage

- Worked with computer analyst in development of computerized specialty reports.
- Assisted in implementation of new scripting program for accounts payable department.
- Input monthly account records on a PC and generated trial balance.

Problem Solving

- Balanced seven months of critical reports for a large Federal agency involving \$500,000 of equipment for six major divisions which had been neglected for five months.
- Designed an account coding system to eliminate dual coding and time wasted correlating reports.
- Reviewed company procedures, identifying sources of high error frequency, and submitted recommendations to supervisors.

EMPLOYMENT HISTORY

2005-current	Treasurer/Bookkeeper	Little Tikes Preschool, Cole, VA
2003-05	Investor Accountant Supvr	First Bank Corp., Pleasantown, VA
2003-04	Account Reconciliation	Donzall & Associates, Monton, VA
2001-03	Investor Accounting	Meitus Investments, Santa Rosa, VA
1997-01	Financial Specialist	United States Air Force

EDUCATION

B.A. in Accounting & Business - Norwest College, Santa Rosa, VA

Curriculum Vitae

Another less common resume format is the curriculum vitae (CV). The CV is a lengthy, detailed summary of your educational and academic backgrounds. It also explores teaching and research experience, publications, presentations, awards, honors, affiliations and other details. Educators and researchers use this format most. CVs are most commonly used when applying for international, academic, education, scientific or research positions or when applying for fellowships or grants. Also sometimes called a “vita.”

Federal Resumes

Federal agencies often require a federal resume. Go to the Federal Resumes section to learn more about this type of resume requirement.

Wrapping It Up

Whichever resume format you choose, be sure it is the one that will best tell the employer who you are and what you can offer his or her company.

Analyze the formats and pick the one that works well for whatever stage you are at in your career life.

References

References are lists of people who know about your skills, abilities or character. References can be professional or personal in nature.

Some people to consider using as references might be:

- Former or current supervisors
- Former or current co-workers
- Professors
- Members of volunteer/social/community service groups
- Peers in professional organizations
- Clergy or church leaders
- Long-term friends and acquaintances

Let's go over some general guidelines about references.

General Reference Guidelines

First and foremost, contact your references for permission **before** listing them. No one wants to receive a call out of the blue, asking to discuss your character or ability. It's a nice touch to contact your references and meet with them in person to discuss the possibility of using them.

Don't assume your reference will immediately recall your accomplishments or work style. You may need to remind them in what capacity they have worked or known you.

You might consider keeping in periodic contact with your references. They might be helpful to you in the future.

Print your reference sheet on the same professional, bond paper that your cover letter, resume and salary history (if requested) information is printed on.

List references first and last name, their title (if appropriate), address and telephone number. Add an e-mail address if your reference feels comfortable giving one.

Review the sample reference sheets on the following two pages. Pick a similar style that suits you best.

Sample Reference Sheet #1

Jacob Jenkins
123 Treefront Street
Des Moines, Iowa 12345
(123) 456-7899

REFERENCES

PROFESSIONAL REFERENCES

Julia Silvers, Administrative Manager
Kent Products Inc.
123 West 32nd Street
San Antonio, TX 12345
(111) 111-2222
juliasilvers@xyz.corp

Robert Williams, Department Manager
Spruce Electronics
1234 Jefferson Avenue
St. Paul, Minnesota 12345
(123) 456-7899

Joseph Mitchell, Director of Marketing
Jones Imports
12 Wheeling Circle
Idaho Falls, Idaho 12345
(111) 111-2222

PERSONAL REFERENCES

Joy Smith
1234 East Park
San Francisco, California 12345
(123) 456-7899

Jason McMurphey
11 Market Street
Nashville, Tennessee 12345
(123) 456-7899
mcmurphey101@xyz.xyz

Sample Reference Sheet #2

Susan M. Martinez
123 Aspen Grove Drive
Broomfield, CO 12345
(123) 456-7899
smartinez@xyz.xyz

REFERENCES

Erica Martin, Administrative Manager
Avery Productions
123 Elm Street
Denver, CO 12345
(111) 111-2222
erica.martin@avery.xyz

David Romero, Department Manager
ABC Design Studios
1234 Jefferson Avenue
St. Paul, MN 12345
(123) 456-7899

Edward Jones, Communications Department Chair
University of Central Colorado
12 Bonforte Circle
College Station, CO 12345
(111) 111-2222
ejones@uofcentralco.edu

Elizabeth Perkin
12345 West Eden Avenue
Lone Tree, CO 12345
(123) 123-1234

Wrapping It Up

Remember to ask if you may use someone as a reference. Contact your references periodically to update them on your job search progress. This will also help to keep your reference sheet up-to-date with current contact information.

Resume Guidelines

You learned previously that your resume is a sales tool that is used to sell yourself to an employer. What you choose to highlight and what you do not mention may be enough to win an interview, or not.

Studies and interviews have shown that on average, an employer will spend less than 10 seconds skimming a resume. What can you do to get a closer look?

A resume will not get you a job. What a well-written resume *will* do is help you get your foot in the door—an interview. What are some of the elements that make up positive things to do for resumes?

Do target your resume to the company. Make sure the resume is targeted to the job you are after. If you use an objective then make it specific to the company. Tailor your job descriptions/duties to include ones that are being requested by the potential employer.

Do be concise. A resume is supposed to be a summarization of your work history, experience, and accomplishments. It's not a novella of your life. Focus, be clear and brief.

Do quantify your accomplishments. Employers are results-orientated. Anytime you can quantify your accomplishments the better you come across. Use numbers and figures where possible and appropriate. Reduced costs by *how much*? Saved *what amount* from the budget? Managed *how many* staff?

Do proofread. Read and re-read your resume for grammatical errors and typos, then give it to someone else to do the same. A fresh set of eyes may see errors that you missed.

Do try to keep your resume to an appropriate page length . In some situations, for instance if you have an enormous amount of pertinent experience, more than one page may be appropriate. In general, employers do not want to read more than one or two pages of concise information.

Do highlight transferable skills. This is especially valuable if you do not have a lot of experience in the field you're applying for or if you are changing careers.

Do use plenty of whitespace. Seeing a large sea of gray, from too much text on a page, can stop an employer dead in his/her tracks from reading your resume.

Do use nice paper. Plain white copy paper is fine in a pinch, but a nice weight, bond paper speaks well of you on its own. Stick to cream or white colors.

Do use phrases. Remember, you don't have to write out complete sentences. A resume is not a report. Using phrases such as "Completed large-scale marketing project on limited budget" and "Created on-line newsletter" is preferred.

Do write your own resume. You know yourself better than any resume-writing service will.

Do write accomplishment statements. Refer to the accomplishment statement exercise in the Skills section on page 7.

Now we know there are some things that are “Do’s” for creating a great resume. On the other side, there are some definitely “Do not’s.” Let’s look at some of those now.

Do not lie on your resume. Even those little white lies that you think can’t possibly be researched can come back to hurt you. Be honest .

Do not use a lot of fancy formatting and fonts. Clear, concise and easy to read is best.

Do not include personal information. It is not necessary to include your height, weight, health, family situation, hobbies, etc., on a resume.

Do not mass mail your resume. There is no targeting or personalization in mass mailing. Sounding vague will not impress potential employers.

Do not exaggerate accomplishments. Be honest about your role in successes, but try not to come across as a braggart. Do not say you had a hand in a successful endeavor/project when in fact, you did not. You may be asked for specifics and when you can’t give them, you lose.

Do not discuss salary needs. A resume is not the time to make a bid for salary.

Do not use jargon and acronyms. Use straightforward language that everyone will be familiar with. If appropriate, you can “speak the language” of the field you want to work in once you are in an interview situation. If you have a military background refer to a skills translator to help with converting to civilian verbiage. A skills translator can be found at www.hirevetsfirst.gov/militaryskills.asp.

Do not send a resume without proofreading first. Nothing will send your resume to the trash faster than typos.

Do not list too much experience. If you have many years of experience, the general rule of thumb is to only list from 10-15 years worth of experience. Some employers may think a highly experienced applicant will demand a high salary. And unfortunately, age discrimination is a real occurrence.

Do not list references on your resume. It is acceptable to add “References Available Upon Request” even though employers know that. You can add that phrase to wrap up or round out your layout if needed.

Wrapping It Up

Your resume will tell the employer something about you before you meet them in person. Of course, if what your resume is telling isn’t very impressive, you may never get that opportunity.

Take your time in putting together a well-thought out, clear, concise, truthful picture of yourself on paper.

Federal Resumes

A federal resume is one of two documents accepted as an official application for most position vacancies within the federal government. The other is the Optional Application for Federal Employment (OF-612). Some people may be familiar with the traditional SF-171, which is considered obsolete, and is no longer available. Refer to the job announcement to see which method of application is preferred.

When applying for jobs in the private sector, resume formats can vary and show some creativity. Private sector resumes function as a way to get an interview and is more general. In the federal government, resumes illustrate how you are qualified for specific positions. Applicants are certified by hiring officials and must meet certain eligibility criteria. If applicants do not meet eligibility requirements, they're not considered for the position.

Federal resumes are best developed in the "chronological" resume format. The federal staffing specialist who reviews the resume for initial qualifications must know where, when and how long you were at the positions mentioned, along with a lot of other information. The functional resume format usually does not work well for a federal resume.

Let's review what information should be included in a federal resume.

What to Include?

The federal resume must include additional information that is not typically requested in the private sector and if you don't supply this information, your application could be rejected. (View a sample federal resume in the Appendix, page 128-130.) Required information is as follows:

Job Information - Announcement number, title, series and grade of job for which applying

Personal Information - Full name, mailing address with zip code, day and evening phone numbers with area code, e-mail, social security number, country of citizenship, veteran's preference, reinstatement eligibility, highest federal civilian grade held

Education - High school: name, city, and state, date of diploma or GED; colleges or universities: name, city and state, majors, type and year of any degrees received

Work Experience - Job title, duties and accomplishments, employer's name and address, supervisor's name and phone number, starting and ending dates, hours per week, salary, indicate whether your current or past supervisors may be contacted

Other Qualifications - Job-related training courses, skills, certificates and licenses, honors, awards and special accomplishments; for example, publications, memberships in professional or honor societies, leadership activities, public speaking and performance awards

Wrapping It Up

Always read job announcements carefully and follow directions to apply. Check out USAJobs (www.usajobs.opm.gov), the official job site for the federal government, where users can create and store a resume for applying for Federal jobs.

For information relating to veterans and federal employment, see The Office of Personnel Management's Veterans Employment Information site (www.opm.gov/veterans/index.asp) and the **Special Groups** section of this workbook.

Electronic Resumes

The job market has changed in a very short amount of time and many hiring authorities state that job applicants are now required to submit their resumes digitally at their company websites. Some companies will not accept mailed in or paper resumes, particularly if they depend on electronic technology to any extent.

Depending on the job field, some executives now say that paper resumes are becoming outdated and in some circles, a glaring indicator that the job seeker is behind the times. In fact, one chief executive of a major online real estate brokerage says that, "If someone sends us a paper resume folded in thirds, stuffed in an envelope; it's hard to take it seriously."

60

You have already completed the content work for your on-line resume from the work you did in constructing a hard-copy resume.

At first glance, posting your resume for jobs on-line or transmitting an electronic resume may seem challenging, but after you learn some basic guidelines it's fairly easy. In general, most on-line job sites operate in much the same way. Some companies may ask you to submit your resume via e-mail, in which case you would simply copy your electronic resume and paste it directly into the e-mail message.

Let's learn how to make your traditional paper resume into an electronic one. It's relatively simple to convert your completed hard-copy resume to an electronic version, sometimes known as an ASCII resume.

Follow these steps to create an electronic resume:

- Open your traditional resume, go to file and "save as." Retitle it something like "On-line Resume" or "Electronic Resume."
- Change all text to 12 point size in plain type style with no formatting options, i.e. no bold, italics, underlining, indents, etc. Replace bullets with ASCII characters such as asterisks and hyphens.
- Use a simple standard font such as Arial, Times New Roman, Courier, or Tahoma.
- Move all text to the left margin. Remove tabs and use space bar to indent.
- Avoid capital letters except in main headings.

- Remove all graphics and boxes.
- Proofread your new resume, as text sometimes runs together when you remove the formatting. You may end up with odd characters that you did not remove before.
- To test your formatting, e-mail your electronic resume to yourself and preferably someone else with a different e-mail program to check the results before submitting elsewhere.

When posting a resume online keep these points in mind:

- Use a short, effective targeted objective or job description when stating what position you're applying for. This could be as simple as "Applying for Senior administrative Posting in Marketing Department, Job # xxx."
- Watch spelling, especially when filling in the required blocks of information. Sometimes it is better to copy and paste the education and employment experience from a master resume or application into those blocks.
- Do not attach a resume to an employer's e-mail unless it was asked for. Then go the extra mile—paste the same resume in the body of the e-mail, to be certain the employer receives the resume.
- When e-mailing a resume, create a cover letter along with the resume so the employer knows which job you are applying for.
- When you e-mail the resume, make sure to state the desired position in the message of the e-mail, as well as the subject line. For example, "Resume for Senior Administrative Position."
- Use a professional e-mail address during your job search and for professional purposes. Another e-mail account can be created for personal friends and family purposes.
- Don't give up! Send a resume and/or application to as many companies as possible, without mass mailing. The key is to target the resume to specific companies each time.

Safeguards

Some people are uneasy about providing personal information on-line. Before you learn how to use on-line job sites, let's review some safeguards to protect your personal information. Protecting your personal information on-line takes some attention to detail, but is not difficult. Follow these common-sense guidelines to make the most of your on-line resume submission experience.

Look for and read the privacy policy. Reputable sites will tell you exactly how your personal information will be used and for how long. Can you delete the information you've entered? Is there information on how to do it? Will your personal information be shared or sold? It may seem like a hassle, but read thoroughly and print out the privacy policy before you decide to provide/post any information about yourself.

Create an e-mail address that is only used for posting resumes. Don't use the same one at which you receive your personal or family e-mail messages. If you start getting spam and junk e-mail you can easily delete the e-mail.

Be selective about where you decide to post your resume. You are revealing some degree of personal information about yourself. Be picky about where you post. Choose quality over quantity.

Do not include references on-line. Your references, which usually includes a name and telephone number, have probably not agreed that you may post their information for the world to see.

Be very careful about providing a Social Security number (SSN). Job seekers generally do not need to provide their SSN while applying for open positions, although some legitimate application sites do request it. Use extreme caution when deciding to post your SSN. In some cases, it can lead to identity theft. After the interview process has begun, it is usually acceptable to provide the SSN.

Keep records about where you have posted your resume. You'll be able to track job postings better and also remember sites in which you have received or provided information. If at any time you choose to remove your resume, you'll know which sites to go to.

Remember, your resume is your property. If you decide to remove your resume from any site you should be able to, without problems.

Wrapping It Up

As with any resume format, make sure the resume is targeted to the specific position of company you are applying to. And one very important thing that has not changed; sending a resume with errors is still verboten. Proofread it carefully and check for spelling or other errors. These are still very valid reasons why your resume may be ignored.

With some practice, selectivity and caution, electronic resumes can be a great way to get your resume to employers. Be positive, but realistic about expectations as you are competing against many, many other job seekers.

Cover Letters

You've spent a lot of time polishing up your resume. Now you just send it out, right? Not quite. Don't forget the cover letter. Many job seekers treat cover letters as an afterthought to their resume, but it really is very important.

Cover letters provide an explanation and introduction to why you are sending a resume. If you do not spark interest with your cover letter, chances are your resume will never get a look. Tell the employer how your skills and experience match the needs of the company.

Every time you send out a resume, send an accompanying cover letter.

When writing your cover letter there are some elements to keep in mind. (See cover letter outline on page 64, and a cover letter sample on page 65. More samples can be found in the Appendix, pages 133-134). Some general pointers are as follows:

- As with your resume, keep your cover letter to the point, professional and specific. Find out the name of the employer or hiring authority whenever possible. Call the company and explain the position you are applying for and ask for a contact person or a department name, at least. Customize it for the employer and let them know exactly why you are contacting them.
- Use a standard business letter format. In the majority of cases, now is not the time to showcase your unique layout abilities.
- Many employers request you e-mail your cover letter and resume. In that case, plain text and standard formatting will be best. You can write your letter in a word processing program, copy it and then paste it directly into the body of your message. It's not recommended to include either the cover letter or resume as attachments as employers will not likely be willing to open documents from unknown sources.
- In a cover letter, in addition to introducing yourself to the employer, you are also letting them know how you can help them. Don't over do the "I" pronoun. It's very unappealing to look at a cover letter and see every sentence beginning with "I." Try this simple trick: You (the employer) need _____. I (the applicant) have/provide/know/have success in/etc., _____.
- It's good manners to thank the reader for their time and consideration in reading your resume.
- You should not have to be reminded, but do proofread your cover letter! Don't be immediately knocked out of the running by sending a cover letter full of typos and mistakes.
- Sign your cover letter if you are sending a paper copy. Use black or blue ink. If you're e-mailing the document, a signature is not required.
- Cover letters are written mostly in standard business letter format. Don't use fancy formatting or unique fonts. Here are some samples to consider when you write your own.

General Outline for a Cover Letter

Your Name
Your Street Address
City, State, Zip Code

Date of Letter

Employer's Name
Employer's Title
Company Address
City, State, Zip Code

Dear [Employer's Name]:

INTRODUCTION PARAGRAPH: Tell the reader your name, why you are writing and the position title or department for which you are applying. Mention how you heard about the position. If possible name someone you and the reader know in common or someone within the company who knows you. Show you've done some research on the company by briefly talking about new projects the company has taken on, their particular management philosophy or by citing something you've read about them.

64

BODY: In this section, build a connection between your background and the company's needs. If you have any directly related experience or education, summarize it here so the reader can be looking for it in your resume. If you have skills or accomplishments that relate to the job, mention it here. You are effectively summarizing your skills as they relate to the company research you have done. Be sure to do this in a confident manner.

CONCLUDING INFORMATION: Indicate your interest in working for the company and hearing from the reader. Thank the reader for his/her time and consideration.

Sincerely,

Signed Name

Your Typed Name

Enclosure

Sample Cover Letter #1

James Donaldson
10 Emerson Drive
Capetown, Florida 33333
(101) 555-1234
jdonaldson1@xyz.com

July 10, 20xx

Ms. Mary Smith, Personnel Director
Accounting Software International
5678 East Doral Street, Suite #1200
Lockridge, Tennessee 77777

Dear Ms. Smith;

In response to your ad in the Lockridge Examiner, dated July 8, 20xx, I am enclosing my resume for consideration.

Your need for an experienced accounting software specialist is an excellent match for my accounting background and presents the opportunity to use my computer skills in a more specialized career.

My particular expertise is in implementation and training conversions to new computer software systems and programs. I read that Accounting Software International is expanding and branching out into creating training software packages. I have previously implemented such packages and know I would be a valuable addition to your company.

I will contact you next week to inquire about the status of the position and answer any questions you may have about my resume. Thank you for your time and your consideration.

Sincerely,



James Donaldson

Enclosure

Wrapping It Up

As a job seeker, do not treat cover letters as an unimportant afterthought. The job market is just too competitive to let any part of the job search process fall flat. Cover letters are your first chance to tell an employer about yourself, your experience and your abilities.

Interviewing with Confidence

Preparing For Interviews

You've navigated the research, job search and application process. What's next? If you have done everything well to this point, it is interview time!

We know that many job search aspects are automated—from learning about the company to finding job openings and even sending resumes and applications on-line. One very important part of the job search process has not changed—a personal interview. Did you know there are various types of interviews?

Interview Types

One-on-one: The most traditional of interviews; one interviewer, one job seeker.

Panel: A more formal, structured interview with two or more people which could consist of peers, department heads, direct supervisors, etc. Typically, each panel member takes turns asking from a specific set of questions asked of all candidates with scores given to make the process more objective. This is becoming more commonplace, especially in state and federal jobs.

Telephone: An employer may use the telephone interview as a pre-interview screening technique to narrow down the applicant pool. If an employer is calling you it is important to create a professional message if you are not available. With a telephone interview it can catch an applicant off guard, especially if it is a call to a cell phone and you are on the go. Handle this call as professionally as you can since it is usually used as a screening method.

Teleconference: Same as a telephone interview but with more than one person on the line. This type of interview may be held if the interviewers are located in different locations.

Video Conference: This style of interview uses video conferencing to carry out the interview, especially when the employer and applicant are in different states or even other parts of the world.

Situational: Sometimes called demonstration, this style of interview gives the applicant a difficult scenario and asks how they would handle themselves in that circumstance. The applicant may also be asked to demonstrate their ability, with some sort of tool such as welding or electrical, or software, etc.

Staff: This style of interview is typically used to determine how well an applicant can get along with the staff.

Meal: This type of interview is done by companies to see how the applicant handles themselves in a public setting (how they treat the wait staff, what they order, etc). Be careful when it comes to alcohol. Even if everyone else at the table is ordering alcoholic drinks, it is best to err on the side of caution in this instance. It could be a test.

The job interview is the single most make-it-or-break-it part of the job search process.

What can you do to start preparing to have the best interview possible?

Making an Impression

You have already started to make an impression on the employer from your application and/or resume. Continue to impress an employer with your professionalism when an interview is scheduled.

Be enthusiastic about the interview. You **are** job hunting, right? Well, here's a potential job—be happy! The employer is taking the first step in inviting you to be interviewed. You have no idea how many candidates have interviewed before you. Make a positive impression!

Do you have voice mail at your home or on your cell phone? Make sure your message is professional sounding. Below is a message script example.

Example Message Script

You need a professional sounding message for your voice recordings. Use the following script as a guideline, modifying where necessary.

Hello, this is _____. Today is _____.
I'm away from the phone right now, but your call is very important to me.
Please leave a detailed message and I will be sure to return your call as soon as I can. Thank you for calling and have a great day!

When you are contacted, write down the date and time of the interview. Ask for the person's name that you will interview with. Write it down. Ask if there is anything in addition to your resume and work samples that you should bring in with you.

If you are contacted via e-mail, be as professional as you would on the telephone or in person. Use proper English and avoid being cutesy or cool. Check your e-mail account often so the employer is not left waiting for responses from you.

Next, how will you appear in person to the interviewer? Let's continue discussing the impression you will make.

Dressing for the Interview

You will never get a second chance to make a first impression. It is true that you have been making an impression of who you are to the employer through your previous contacts—resume, application, phone or e-mail. But now is the big test: a personal meeting.

How should you dress? A general rule of thumb is to dress one step above the person you will be working for.

Each company has its own dress code. Even if the position itself is not management or upper-level, you still need to look professional. For the most part, dress conservatively. Go to the company website and see if there are photos of staff there. How are they dressed? It is acceptable to call the human resources department and ask about the dress code.

Styles and formality will vary regionally and by state. What is considered appropriate in a large metropolitan area might be overdone in a smaller area. Conversely, what is appropriate in a smaller town may be thought of as too casual in a large city.



Some general guidelines for women and men are:

Women

Carry a briefcase or professional portfolio. Women should not carry a separate purse if possible. If you must carry a purse, make sure it is small and tasteful.

Clothing, jewelry, cosmetics or perfume should not be distracting.

Hair should be clean and conventionally styled.

Clean, shorter nail length.

Women should wear light or clear polish, if any.

Men
Carry a briefcase or professional portfolio.
Clothing, jewelry, or cologne should not be distracting.
Hair should be clean, trimmed and conventional.
Trim and clean fingernails.
The issue of facial hair on men will vary from company and industry. Do other men at the company have beards or mustaches? If you do have facial hair, make sure it is trimmed and neat looking.

Job Interview Scenario

Before you begin preparing for your interview, please read the typical interview scenario below.

Scenario:

An employee from the Rose, Inc. company called you yesterday and said they had received your resume and asked you to come down to their offices today to interview for the Records Manager position. You were told that you would be meeting with Mr. Davis at 11:00 a.m. You arrive at Rose, Inc. and are greeted by a receptionist:

Receptionist: "Hello, may I help you?"

You: "Hello, my name is Robert Brown and I have a 11:00 meeting scheduled with Mr. Davis."

Receptionist: "He has been expecting you, please go in - his office is the first door on the right."

Mr. Davis: "Hello, I am Bill Davis."

You: "Hello Mr. Davis, my name is Robert Brown. Thank you for allowing me the opportunity to meet with you."

Mr. Davis: "So, can you tell me a little bit about yourself?"

You: "I have been working in the records field for 5 years. I started out my career in sales, but then found out I really enjoy the challenge and responsibility that comes along with managing confidential and non-confidential records."

Mr. Davis: "Why do you want to work for our company?"

You: "Rose, Inc. has a great reputation and offers great services and it has a stellar reputation. I would like use my skills to help your organizations already profound success."

Mr. Davis: "Where do you see yourself in five years?"

You: "I would hope that I am still a part of this company with a great amount of responsibility and am still providing my services to continue your successful organization."

Mr. Davis: "If I were to ask your past employers to describe you, what would they say?"

You: "I believe they would say that I'm a very energetic team player, that I put my mind to something and got the task at hand accomplished proficiently. Let me show you my letters of recommendation."

Mr. Davis: "Do you have any questions for me as to how this job opportunity will play out?"

You: "Yes, I do have a question. What do you consider to be the organization's strengths and weaknesses?"

The above was just one example of how an interview may be conducted. It is imperative that you prepare for all your interviews and complete the necessary company research. Do not discouraged if you have to attend several interviews before you find the right job.

Preparing for the Interview

Before you go to the interview, let's go over some general guidelines for getting ready.

- Call prior to the interview, if necessary, to get directions.
- Try to get a good night's sleep the night before your interview. No late night partying or Internet surfing, if you want to feel mentally sharp. Be sure to set your alarm, if your interview is early in the day.
- Have your interview clothing pressed and ready to go the night before. Check for loose threads, spots or other imperfections that will make you look untidy.
- Bring only essential items to the interview (i.e., resume, references, portfolio, licenses, scheduling book, etc.) Do not bring anything unrelated to the job into the interview.
- Give yourself plenty of time to get to the interview site. If possible, try to arrive early.

Wrapping It Up

Interviews are not easy. Just about everyone has some anxiety in interview situations. Prepare as much as you can ahead of time. Learning about the company, knowing as much as you can about the position and looking your best will help ease some of that apprehension.

Employer Questions

Everyone knows that interviews can be cause for anxiety and nervousness. Keep in mind that the better prepared you are ahead of time, the better you will do at the interview.

Before getting to the employer questions, let's review some overall interview tips:

Arrive 15 minutes early so you can relax and review what you want to say. Take some deep breaths and try not to become overwhelmed as you wait.

Turn off your cell phone or pager.

Be pleasant and friendly, but businesslike to everyone you meet.

Shake hands firmly. Be yourself. Use natural gestures and movements.

Stress your qualifications without exaggeration. Emphasize experience and training related to the position for which you are interviewing.

If you know about the company's products and services, you should refer to them as you answer questions. It is impressive if you have positive knowledge about the company. If the company is involved in any kind of problem (i.e., lawsuits, layoffs, etc.) do not bring it up.

After being asked a question, it is okay to pause and think about your answer.

Answer questions with more than a "yes" or "no." On the other hand, do not ramble. A successful interview occurs if the interviewer talks fifty-percent of the time.

Speak positively of past employers and avoid discussing personal, domestic or financial problems.

Ask probing questions about the company plans, nature of the job, etc. Questions indicate interest and motivation. Questions are also helpful in getting the interviewer to talk.

Be prepared if the interviewer says, "You're perfect for this job. When can you start?" or "Can you start tomorrow?" Preparing for this question can prevent a snap decision. Most employers will allow you time to make this decision. It is fine to ask for some time to consider the offer.

Thank the interviewer, even if they indicate you are not right for the job. Ask about other companies that might be hiring. Get a name of someone to contact. Send a brief thank you note immediately after the interview.

Call a few days after the interview to see if a hiring decision has been made.

Let's review some possible questions the employer may ask. Think about your answers ahead of time and answering will be easier.

Questions You Might Be Asked At a Job Interview

Think about how you will answer these questions then practice answering them aloud. It helps to have another person ask the questions and you answer them.

What do you know about our company? (Use company research.)

What qualifications do you have for this job? (Match what you know about the job and company to your experience.)

What is your greatest strength? (Relate your answer to the job description.)

What is your greatest weakness? (Turn into a positive i.e., perfectionist with high self-expectations. Admit a past problem and what you learned from it.)

Tell me about yourself. (Reveal something semi-personal but still professional.)

Why did you leave your previous job(s)? (Turn into a positive.)

If you were hired, what ideas/talents could you contribute to the position or our company? (What are some of your more impressive abilities?)

What would you do if...? (Imagine situations that test your knowledge of the job.)

Could you give me an example of how you have demonstrated _____ skill? (Think first, be specific, speak only long enough to answer the question.)

Give me an example of how you handled a difficult situation on a previous job. (Don't be too negative. Tell how you worked through the situation in a positive manner.)

Why are you interested in working for this company? (Relate your skills to what you know about the company.)

Tell me about your education. (Use examples that relate to the position. Can be specific training or certificates, as well as academic courses taken.)

Why have you chosen this particular field? (Do not bring up the pay, even it is a valid reason.)

Describe your best/worst boss. (Keep it positive, don't be critical.)

In a job, what interests you most/least? (Relate to the position.)

How do others describe you? (Keep it positive, but not bragging.)

What do you consider the single most important idea you contributed or your most noteworthy accomplishment in your last job? (Specific projects or qualitative outcomes would be good to cite.)

Where do you see yourself in three years? (Demonstrate ambition and flexibility.)

How does this position fit into your future plans? (Demonstrate potential, ambition and long-term desire with the company.)

What could you have done better on your last job? (Keep it positive)

What have you done recently that shows your initiative and willingness to work? (Cite extra duties or responsibilities you willingly took on.)

How would you describe yourself to others? (Keep it positive and brief.)

Wrapping It Up

Interviews are a naturally intimidating processes, but when you've done your homework about the company and have practiced answering questions, your preparation will pay off. The employer will be impressed by your thoughtful, informed answers.

Inappropriate Questions

During the interview process, you know by now that it is important to honestly answer interviewer questions to the best of your ability. What do you do when you are faced with a question that doesn't seem to be appropriate as it relates to the job? Is an employer allowed to ask any question they wish?

Title VII of the Civil Rights Act of 1964 makes discrimination based on national origin, citizenship, age, marital status, disabilities, arrest record, military discharges or personal information (such as height or weight) illegal. To clarify, it is not illegal to ask a question based on the above factors, but it is illegal to deny employment based on those factors.

Some interview questions are not just inappropriate, but also illegal.

What are your options when dealing with what you feel may be an inappropriate question? Review the chart that follows for some examples of inappropriate/appropriate phrased questions.

Topic	Inappropriate Question	Appropriate Question
National Origin/Citizenship	Are you a U.S. citizen? What is your native tongue?	Are you authorized to work in the U.S.? Do you read/write/speak any other languages? (Only appropriate if it relates directly to the position.)
Age	How old are you? When did you graduate?	Are you over 18?
Marital or Family Status	Are you married? Do you have children?	Would you be willing to relocate? Can you travel as the job requires?
Religious Affiliation	What religion are you?	Can you work overtime/weekends/nights?
Disabilities	Are you disabled? How is your health?	Can you perform the essential functions of this job? (Interviewer should have described or reviewed the job functions.)
Military	Were you honorably discharged?	What special training or education did you receive in the military?

When presented with a question that you think may be illegal or inappropriate, what can you do?

Try to figure out the interviewer’s intention. Is the question an innocent one? Do you think the interviewer may be trying to find a reason to disqualify you from the job? Perhaps the interviewer is trying to find out information about you or your personality which is not directly related to the position, but may reveal how you fit in to the company culture. Some illegal questions are asked by an inexperienced interviewer who is simply trying to be friendly and isn’t aware they are asking inappropriate questions.

Refuse to answer the question. You may tell an employer that you are not comfortable replying to his or her question. This may end your chances for employment or it may make the interviewer aware of the question’s inappropriate nature. If you are offended you may simply choose to end the interview yourself by calmly responding, “I don’t think this position is a good match for me. Thank you for your time.”

Answer the question. If the question is one that does not bother or offend you, you may choose to answer truthfully. Based on your answer, you may now seem like a cooperative, forthcoming individual, or you may have just eliminated yourself from the running.

If you choose to answer the question, let's map out a possible strategy for your responses.

Question	Example Answer
Are you religious?	<p>If you are asking if I foresee any reasons that would interfere with my ability to work when needed, then my answer would be no. I can work when scheduled.</p> <p>or</p> <p>I do attend services and I get along with all types of people regardless of their religious affiliations.</p>
How much longer do you plan to work (before retiring)?	<p>My career is a priority and I don't believe that will change in the near future.</p>
Are you disabled?	<p>If you're worried that I may not be able to perform the duties of the position, I assure you that I can.</p>
What kind of last name is that?	<p>If you're wondering if I'm authorized to work in this country, I am.</p>
Do you have children?	<p>I do have children and also excellent full-time child care.</p> <p>or</p> <p>I don't feel comfortable discussing my personal life, but I assure you that I am willing to give this position 100%.</p>
Do you have a criminal record?	<p>I can assure you that I meet all the qualifications and have the experience necessary for the job.</p> <p>or</p> <p>Can you tell me specifically how that would relate to this position?</p>

Wrapping It Up

Your decision to go ahead and answer seemingly inappropriate or illegal questions is a matter of personal preference and comfort. Be aware that your reluctance or refusal to answer a question may eliminate you from consideration for the position. But just because you do choose to answer a particular question doesn't automatically put you in a good light, especially if your answer is not the "right" one according to the interviewer.

Trust your own gut feeling and do what you feel is best for you in the situation as it arises.

Applicant Questions

You've reviewed some of the questions an employer might ask you in an interview situation. What will **you** ask him or her? When the interviewer asks if you have questions about the company or position, you could just say "no." Or you could show you have done your research by asking good questions.

By asking intelligent, thoughtful questions in the interview, you demonstrate your interest and curiosity about the company and job.

In the **Research** section you learned about specific companies you wanted to work for. If you are now interviewing with one of those companies, you may have completed a Company Research Worksheet (blank sheet can be found in Appendix, page 127) for them. Review the worksheet on the next page to see if any of the information you learned about the company would be applicable to inquire about now.

Here are some questions to consider asking:

How do you feel about working in this organization?

Were there any questions in which I didn't provide an adequate answer?

As you think about the position, what aspects of this job could be performed better?

What are the key challenges or problems of this position?

Where can I go from here, assuming that I meet/exceed the job's responsibilities?

What are the company's short and long term objectives?

When will a decision be made about this position?

What are the opportunities for personal growth?

What makes your firm different from its competitors?

What do you see as the company's strengths and weaknesses?

How would you describe your corporation's personality and management style?

What is the overall structure of the department where this position is located?

What characteristics does a successful person within your company possess?

In addition to the previous questions, you might consider your body language. Being aware of your body language in an interview is important. Look at the interviewer as they answer your questions. Make eye contact and be interested in the response.

Wrapping it Up

When the interview is over, always thank the interviewer(s) for his or her time and the opportunity to discuss this job possibility. Ask if it is all right to contact them in a few days to ask about the position. Give a firm handshake, look him or her in the eye, smile and say goodbye.

Following Up

Now that your interview is over, you can sit back and hope for a phone call offering you the job! Well, no, not quite. One last piece of this puzzle is to send either a handwritten or typed thank-you note to the interviewer. Use the sample below as a guide.

You can also mention a topic discussed, a problem you can help solve or something you may have forgotten to mention in the interview. But do remember, this is a note, not cover letter, part II. Be brief!

Mom was right! It pays to say thanks. Fifteen percent of hiring managers surveyed by a popular job search website said they would not hire a candidate who did not follow up with a thank-you note. And 32 percent said they'd think less of the person who did not write. Anything you can do to push the odds in your favor is worth considering in the job search.

See a sample thank you letter on the next page.

Ronald Morgan
123 Main Street Apt. C-3
Santa Fe, NM 55050
(123)123-4567
rmorgan@xyz.com

January 19, 20xx

Mr. Vincent Jimenez
Research and Development Manager
Computers International
11234 West Ivan Avenue
Albuquerque, NM 55051

Dear Mr. Jimenez:

I wanted to thank you for the time you spent reviewing and discussing my skills for the computer analyst position. I enjoyed learning more about your company and plans for the future.

The position sounds very interesting, particularly since it would be an opportunity for me to use my skills and experience in computer programming and troubleshooting. I will call you in a few days in the hope that you have reached a decision favorable to both of us.

Sincerely,



Ronald Morgan



What about other methods of following up? Let's touch on a couple of others.

What about an e-mail?

Is that appropriate? It is if e-mail has been the main communication method between you and the employer during your application and interview process. Sending a handwritten thank-you note is still the best option.

Following up by telephone?

Don't be afraid to make a phone call to the employer. An employer wants to know if you are interested in the job or not, and a follow-up call may help. Don't bug the employer every day, but it's fine to be proactive and call a few days after your interview and ask if a decision on the position has been made. See the example script below.

Example Follow-Up Script

Hello, this is _____. I interviewed with you last _____ (day) for the _____ position. I was wondering if you have made a decision or if you know when one will be made.

Wrapping It Up

There are a few acceptable ways to follow-up after an interview—handwritten/typed thank-you note, e-mail message and phone calls. To keep your good impression going with the employer, take the extra step and hand write your thank-you.

Salary Negotiation

You've been offered the job! Congratulations!

It's time to decide if this is truly the job you want. Some questions to consider:

Do you get a feeling that this will be a good place to work?

Is this the type of job that will keep you interested and motivated?

Can you move upward and advance in this position?

Is the salary fair?

Is there a benefits package?

If the answers are mostly "no," you should contact the employer and thank them for the offer, but that you think this will not be a satisfactory fit after all.

If the answers are "yes," let's move on.

Let's Talk Money

How do you negotiate a salary and benefits package that both you and the employer will be happy with? Not all benefits may be negotiable. Below are some types of benefits that may be open to negotiation. From your research work in the **Work Preferences** segment, you should have an idea what this job field pays.

Benefits Companies May Be Willing to Negotiate

Paid Vacations
Health Insurance
Paid Sick Leave
Paid Life Insurance
Savings and Profit Sharing
Pension Plan (Defined Benefit)
Relocation allowance
Reimbursement for education expenses
Child care
Expense account
Flex time
Cell phones
Company auto
Bonuses
Computer/internet services

In the Financial Management section you completed a Budget Worksheet, page 14-15, to determine your salary range. Refer to that now to see how the initial salary offer fits with your needs. If it helps to review the hourly wage chart on the next page, do so to determine what your monthly and annual wage would be (before taxes).

HOURLY WAGE CHART

Dollars Per Hour	40 Hours per week	Monthly Income	Annual Income
\$5.15	\$206.00	\$892.67	\$10,712.00
\$6.00	\$240.00	\$1,040.00	\$12,480.00
\$7.00	\$280.00	\$1,213.33	\$14,560.00
\$8.00	\$320.00	\$1,386.67	\$16,640.00
\$9.00	\$360.00	\$1,560.00	\$18,720.00
\$10.00	\$400.00	\$1,733.33	\$20,800.00
\$11.00	\$440.00	\$1,906.67	\$22,880.00
\$12.00	\$480.00	\$2,080.00	\$24,960.00
\$13.00	\$520.00	\$2,253.33	\$27,040.00
\$14.00	\$560.00	\$2,426.67	\$29,120.00
\$15.00	\$600.00	\$2,600.00	\$31,200.00
\$16.00	\$640.00	\$2,773.33	\$33,280.00
\$17.00	\$680.00	\$2,946.67	\$35,360.00
\$18.00	\$720.00	\$3,120.00	\$37,440.00
\$19.00	\$760.00	\$3,293.33	\$39,520.00
\$20.00	\$800.00	\$3,466.67	\$41,600.00
\$21.00	\$840.00	\$3,640.00	\$43,680.00
\$22.00	\$880.00	\$3,813.33	\$45,760.00
\$23.00	\$920.00	\$3,986.67	\$47,840.00
\$24.00	\$960.00	\$4,160.00	\$49,920.00
\$25.00	\$1,000.00	\$4,333.33	\$52,000.00
\$26.00	\$1,040.00	\$4,506.67	\$54,080.00
\$27.00	\$1,080.00	\$4,680.00	\$56,160.00
\$28.00	\$1,120.00	\$4,853.33	\$58,240.00
\$29.00	\$1,160.00	\$5,026.67	\$60,320.00
\$30.00	\$1,200.00	\$5,200.00	\$62,400.00
\$31.00	\$1,240.00	\$5,373.33	\$64,480.00
\$32.00	\$1,280.00	\$5,546.67	\$66,560.00

Annual income is based on 2,080 hours worked.

Monthly income has been calculated by dividing the annual income by 12.

Wait for the employer to present you with his or her offer first. That gives you the base on which to counter-offer.

Entire books have been written and internet sites created on the art of negotiation. Explore other resources if you are interested in an in-depth discussion on the subject. For our purposes, here are just a few factors to consider when negotiating:

- Decide what is most important to you.
- What do you want from the offer?
- What is the minimum that you will accept?
- On which issues are you willing to be flexible?
- It's important to include family members in your decisions. What do they think?

Here are a few pointers to keep in mind when negotiating in person and when negotiating in writing.

Negotiating in Person

This method allows for immediate interaction. If the employer (or their representative) has objections or questions, you can address them right away. You can also gauge how things are going by the employer's body language and voice tone.

Be positive and polite. Always thank the employer for the offer and continue to express your interest in the job.

Suggest compromises and ways in which you believe both you and the employer can reach a happy medium.

If money is an issue of negotiation, don't forget that salary progression is also a way to earn more later. Ask if it is possible to have another review in a few months at which time the salary could be increased.

If at the end of the discussion, you are still unsure if you can accept the bottom-line offer, ask to think it over. Don't take too long here. Overnight or the next day or so is a considerate length of time.

Negotiating in Writing

84

This method allows time to carefully word the issues that concern you. You won't be flustered or feel put on the spot, as you might in person. It also gives the employer time to review your ideas and talk them over with others. A letter is the better method of utilizing this method, although you may ask the employer if it is acceptable to correspond via e-mail.

In your letter, be sure to thank the employer for the offer and mention that you are interested in the position, but have some items to discuss before accepting.

Be specific in detailing which areas are at issue for you and how you propose modifying them.

Be sure you indicate that you are willing to discuss the ideas and that you're open to further negotiation.

As you close your letter, suggest a date in which to continue the discussion. This should be no longer than a day or so.

As with any correspondence, check your grammar and spelling before sending.

Wrapping It Up

After negotiations are completed, make your decision and communicate it to the employer. No matter your decision, always keep your tone professional and polite. And what if it doesn't work out?

One point to consider: If you do take the job and it doesn't work out, probably the worst thing that happens is you will have gained experience, you'll have some income and you do have a job. You can always look for a new position and it's always better to have a job when looking for a job.

Success on the Job

Your First Day

Congratulations—you're hired! Don't think all your hard work is done now that you have the job. One of the problems employers face in all types of fields, is employee turnover. Either the new employee realizes the job isn't quite what he or she had in mind or the employer finds that the new hire is just not a good fit.

Your concentrated efforts in finding a good employment match do not end because you have a job.

For now, let's assume that this is the right job for you. What can you do to make that a reality and be successful in your new position?

Prepare! Before you even walk through the door of your new office you should have your personal business in order. You don't want to start your first day at work stressed and overwhelmed. There are probably a few items you may need to take care of prior to beginning the job. You'll need to add others as they pertain to your situation.

86

Childcare. If you have children, arrange day care and a back-up provider.

Calendar. Check your calendar for any commitments or appointments you made prior to accepting the job. If they will interfere with the new job, reschedule them. Use the blank calendar in the Appendix, page 129.

Getting to work. Know the best way to get to your new company and where to park. If you're taking public transportation, review the schedules and pick up/drop off locations.

Transportation. Your vehicle should be reliable. If possible, schedule maintenance and make sure it's running well. Fill up your vehicle with gas.

Lunch. If you'll be taking your lunch, get it ready the night before.

Clothing. Lay out your clothing the night before and make sure your clothes are neat and clean.

Get ready. Set your alarm clock and turn it on. You might consider getting up a bit earlier to ensure plenty of preparation and travel time. It's better to be early, rather than late.

Review the list on the next page for some items to take with you on your first day.

Items to Take With You on Your First Day

- Your social security card and driver's license or identification card. You'll probably fill out paperwork and the employer needs these for the company records.
- Green card or passport, if applicable.
- A copy of your resume and references. These may become part of your employee file.
- Special tools or supplies you need to do the job. Your employer may provide some of this, but for the first day, let's not assume he or she will.
- A nice portfolio or briefcase to carry with you, if necessary. Don't get overwhelmed with too much to carry.
- A pad of paper and pens.
- Ask the employer if there is anything else you should bring.
- Don't take a lot of personal knick knacks or photos for your desk or office space just yet.

See what others have on their desks or work space. You may even share a work area, in which case, lots of personal items would be inappropriate.

Have you considered how you will dress for your new position? Let's go over some general guidelines for appropriate workplace attire.

Appearance

One of the strongest impressions you will make is the way you dress for work. You evaluated the dress code of the office prior to your application or interview process. Review to the **Preparing for Interviews section**, page 66 to refresh your memory if necessary.

A professional wardrobe creates a positive, confident image that may impact how you advance at your new job. While many companies use business-casual attire as their dress code, it is impressive if you dress in a way which represents the caliber of employee you are—professional, polished and competent. Dressing too casual may not only be frowned upon by your supervisor or manager, but may also hint that you're also casual about the position.

Wear appropriate attire. Don't assume casual equates to sloppy, dirty or offensive clothing. Observe what others wear on casual-dress attire days. Even if you are in a profession which doesn't require business-casual clothing styles, always maintain a neat appearance. That could mean having a neatly tucked shirt, clean jeans or khakis and shoes or boots that are not ripped or scruffy looking.

If you can't afford the quality or type of wardrobe you think presents well on the job just yet, don't despair. Visit consignment or resale shops and discount retailers to find inexpensive professional outfits. Put together a few pieces that can be coordinated and interchanged for variety. You can always upgrade your clothing gradually.

Wrapping It Up

Your first day on the job may feel long, confusing and possibly intimidating. If you take care of your outside distractions and cultivate a professional appearance before you walk in that day, you'll be setting the stage for a positive beginning at your new position.

Professional Work Habits

Your new employer has hired you because you obviously exhibited experience and personal characteristics he or she felt would mesh well with the organization. Remember, it's not always the most well-qualified candidate who gets the job. Demonstrating professional work habits and having a good personality fit is very important to the work environment.

How do you become a good employee? What can you do to make a positive contribution to your new job?

From your very first day you can start developing into a great asset to your new company. What are some of the intangible things that will make you a success on the job? Here are a few tips to get you started.

In the first few days, observe, listen and ask questions. No one expects you to know how to do everything from the beginning. Even though you may know the basic duties of the job, every office has their own way of doing things. Later, you may make suggestions for changes, but for now just learn it their way.

If possible, get your job description in writing. Learn how you will be evaluated and reviewed. Take note of evaluation time frames.

Read the manual. If there is an policy manual, look it over and become aware of basic procedures and expectations. Learn the rules and guidelines for the company, and follow them.

Be on time for work and for work-related appointments. Reliability is crucial. Employers can't impress this enough upon employees. When it comes to business, time really is money. Don't waste your employer's. The same goes for showing up to work. Excessive absences are a red flag for employers.

Be a positive force. Nothing brings down the morale faster in the workplace than a grumpy, unhappy attitude. Try to solve problems on your own before involving supervisors.

Don't take excessive advantage of perks, benefits, office supplies or equipment. No one wants to feel taken advantage of, including employers.

Keep personal and work issues separate. Everyone has things to deal with in their personal lives, but don't let it interfere or distract from your work environment.

Wrapping It Up

It can be intimidating being the new employee in the office. Put your best foot forward, from being a respectful and cooperative employee, to learning all you can about your new position, and you will succeed. Don't expect to know everything immediately. Your employer expects you to ask questions and be open to learning the office environment. Soon the employer will know that you're a great asset to their team!

Teamwork

In your new position there's a very good chance you will be working alongside a team of people. Some have probably been working there a while and it may be difficult to fit in right away. There are some key things you can do, and not do, to help ease the transition.

There are three main elements in your new job which will have a great impact on your new position:

- Co-workers
- Supervisors
- Customers

Let's look at each one of these factors and how they will influence you at the workplace

Co-Workers

When you meet new co-workers, as with meeting any new person, you don't know what their interests are, what turns them off and what makes them tick. The initial attribute you share is the job. The thing you can influence right off the bat is what kind of person and employee you are.

Here are some key actions you can take to be part of the team.

Be part of the team. Pitch in when asked. Ask what you can do to contribute, even when not asked. Volunteer to learn new skills or take on new tasks. Be proactive.

Work well with others. This means being friendly and approachable to those you work with. Respect other opinions and viewpoints. Be tolerant of different views.

Your goal should be to get along with everyone. Stay away from cliques. Don't get pulled into gossip. Treat others with respect and courtesy.

Be on your best behavior in social situations, even if they take place after hours. Your reputation is your calling card and you do not want to stain yours. Socialize responsibly. This includes moderating the use of alcohol in social activities and not participating in illegal activities.

Your goal is to be an enthusiastic, positive and proactive team-player; one your co-workers can count on!

Next, let's review your interaction with your supervisors.

Supervisors

In addition to dealing with new co-workers, you'll also be adjusting to a new supervisor, and sometimes more than one. Many supervisors are leaders because they possess certain talents and skills. Some of those traits may seem intimidating to you as a new employee. It is important to cultivate a positive relationship with your supervisor(s) as he or she is key in determining how far you can succeed in the company.

In a research study done over a three-year period, employers were asked about new employees that didn't work out. The top two reasons that new hires failed were due to interpersonal reasons or how the employee dealt with others.

- Employee couldn't accept feedback.
- Employee was unable to understand and manage their own emotions or assess those of others.

Interestingly enough, lacking technical skills of the position was not high on the list of reasons for failure.

90

When you have a review of your position, accept suggestions or criticism in the manner it is intended—to help you improve. When you succeed, the business succeeds.

The Customer

Now let's put the final piece of the puzzle into place—the customer! If your employer is in business to make money, there's a good chance you'll be working with customers, either directly or indirectly through face-to-face interaction, e-mail, websites or on the telephone.

Whatever the method of contact, it is vital to treat the customer with courtesy and respect.

Remember, it is the customer who is ultimately paying your salary. Develop exceptional customer service skills and the customer and your supervisor will be pleased.

Here are some tips to keep in mind when working with customers:

Don't make promises unless you WILL keep them.

Listen to your customers.

Deal with complaints.

ALWAYS be helpful, courteous and knowledgeable.

Remember the traditional saying, “The customer is always right.” If a customer comes to you with a concern, be very serious about how you handle the issue. Even if it is obvious that he or she is wrong, sometimes it is better to take the loss and compensate the customer, rather than risk losing business and goodwill.

Treat customers the way you like to be treated when you go into a place of business.

Wrapping It Up

Learn all about your new position and adopt the concept that you will continually grow on the job. Even when you are competent in the position, continue to brush up on your skills and knowledge. Find a professional mentor who is willing to help you learn. Treat customers well. And be a team member that your co-workers and supervisors benefit from working with and can count on. If you work hard in your job and continue to improve, there may be future opportunities within your position or company.

If customers are the heart of a business, then valuable employees are the soul.

Promotions and Raises

After some time on the job, you’ll find that you become quite competent in your position. You’re making a worthwhile contribution and really feel part of the team. It’s only natural that you will want to move forward with your career and increase your compensation.

Advancing in position and salary does not usually just fall into your lap without some planning and action on your behalf. How do you get a promotion? How do you get a raise?

What are some steps you can take to ensure your success and move ahead in the company?

Try new job duties or tasks. Volunteer for them if possible. Always be helpful and willing to participate when asked, especially in special assignments or projects.

Keep honing your professional expertise. Take on-line or traditional courses, attend workshops, read books, etc. Developing your professional abilities increases your value to your current employer and those you work with. Let those around you know that you’re upgrading your skills.

Check internal job postings. Many jobs are advertising internally first. If you are a good match for the position, go for it!

Keep a record of your accomplishments. Let your supervisors know what you have done and how you did it. Make sure you do this in a way that does not come across as bragging, which no one likes.

Keep actively practicing your “good employee” habits—this means being a team player, dressing appropriately, being on time, etc.

Dress for success. It may seem cliché, but part of being promotable is maintaining a professional image.

Listen to your job review/evaluations carefully . If your boss tells you there are areas in which you can do better, excel to the best of your ability and let them know what you're doing to improve.

Do your research. Be aware of the trends and goals of your company. In which areas are they likely to need assistance in the future? There's your cue on where to concentrate your research and training.

Does your company offer on-the-job training programs? Look into this as a way to be trained in new skills without having to look for a new job.

You've done all the above and proven yourself to be worthy of a promotion. Now how do you communicate your ambition?

Asking for a raise can be one of the most nerve wracking things you'll do at your job. If you've been making sure that you're an employee who should be promoted, you've done some of the work already. Ask yourself the questions:

Do you deserve a raise? Why? Be prepared to state your case. What have you accomplished throughout the course of holding the position? Write down your accomplishments to show or read to your boss.

What is a fair amount to ask for? Check out what the Bureau of Labor Statistics Wages by Area and Occupation at www.bls.gov/bls/blswage.htm page. Are you comparably paid?

Is your supervisor or boss in a good mood? Obviously, the time is not right if he or she is having a bad day.

Timing is everything! If your company has just downsized or profits weren't as expected, it's probably not a good time to ask for more money.

Are you willing to negotiate? The negotiation can mean anything from accepting trade-offs in lieu of financial gain, such as additional vacation days, perks, company auto, etc., to agreeing to revisit your request in a few months. If you really want to stay at this company, then be willing to be flexible.

If the answer is no, how will you respond? Don't threaten to leave unless you are prepared to do so. Don't get angry. Are you willing to stay at the position until another opportunity arises? This may be the time to reevaluate your long-term career strategy.

Be aware that some companies promote, but don't necessarily compensate due to a variety of reasons.

Wrapping It Up

If you've done everything right in terms of being a valuable employee, then by all means ask for a promotion and/or raise. Do your personal homework and be sure that you truly deserve one and have the proof to back it up. Know what is realistic in your company's environment, then go for it!

Notes:

Special Groups

Older Workers Resources

Hunting for a job is hard enough, but when a person over 40 is going through a job search, it can be more difficult. As an older worker, you may be wondering how you can prove yourself to an employer when the younger workforce is your competition. You have many skills to offer employers and can provide a company a wealth of information and experience.

In this section we'll dispel some myths, as well as give you some guidance and tips for presenting yourself as an attractive prospect for an employer.

Many job hunting tips are the same, no matter the job seeker's age. Let's check out some suggestions to improve your chances of landing a job.

Create an Online Presence - Create a web presence if you haven't already done so. It's an essential way for prospective employers to see that you're tuned in to the latest trends and are web-savvy. Begin by creating profiles on social networking sites, and include a link to your online profile on your resume. Make sure to detail industry-relevant skills and experience. In addition, make connection with others and set yourself apart as an expert in your field by participating in industry-specific groups on these sites. For example, a computer security professional might join some of LinkedIn's "information security" groups. Start a blog and carve out a niche for yourself. And keep these sites updated! Don't let them go dormant. The point is to show that you have made efforts to be a part of trends that are socially popular and important. *(For more information about social media, see the Job Search Techniques/Networking section, starting on page 26.)*

Get Someone to Recommend You - On social networking sites like Facebook, look for people you know or those who are in the industry who may know someone at a company or have a job lead. Then ask for a personal referral. Pick up the phone to make the request, don't send them an email. And, of course, don't forget the traditional way of networking with contacts via face-to-face meetings.

Create a Skills-Based Resume - Focus on your skills and knowledge relevant to the job at hand rather than the time dedicated to it. Chronological resumes are no longer becoming the norm and more emphasis tends to be focused on the resume which can describe skills rather than dates of employment. If you've ever built a profile on a career site, you have probably noticed the information request is geared more to the job experience you have rather than *when* you were employed.

How Far to go Back - Don't go into detail about your entire career in a resume or on an interview. You should focus on the last ten to 15 years – unless experience from early in your career relates to the job for which you're applying. And a word of caution in selling past experience—don't be a know-it-all. You don't know everything, so stress that you're willing to learn new things and see things from a different perspective.

Make Your Story Stand Out - You want to show an employer just how your presence will benefit them. For instance, are you seeking a teaching position? Your cover letter could begin with: "The demand for dedicated teachers has never been greater. America's future requires experienced professionals and I feel with my skills and experience in this field, I can be a great asset to your school. And here's why _____...."

Raise Your Knowledge Quotient - You or a potential employer may be worried that your skill set is not current. The employer may also worry that you won't be willing to update your knowledge. If you have taken recent workshops or classes, present that information to the employer.

Take classes specific to your field and attend workshops and conferences. Research the web and get caught up on the terminology and skills required and explore what elearning courses are available. Ask other people in the field what the current issues are. Stress that you are willing and enthusiastic about learning new skills. It's all about making you the best candidate to an employer.

Work Ethic - You've probably adopted very good skills and abilities as an experienced employee, things that an employer will appreciate. Let him or her know that you are dependable, reliable and your work ethic is incomparable. Choose references that can back up the claim that you're a valuable work asset in every way.

The bad news is that as an older job seeker, you have stereotypes working against you, many of which are not true.

According to the Bureau of Labor Statistics, the unemployment rate for workers over 55 years is below that of workers overall, but a significant portion of older job seekers stay unemployed longer. Some of that lag time may be due to myths about older employees.

Here are some myths—along with the reality of characteristics of older workers.

Myth: Older workers can't or won't learn new skills.

Reality: Those over 50 are proving their ability to learn new skills by becoming the fastest growing group of Internet users. And career-changers in their 40s and 50s are taking courses to enhance their skills.

Myth: Older workers don't stay on the job long.

Reality: Workers between 45 and 54 stayed on the job twice as long as those 25 to 34, according to the Bureau of Labor Statistics.

Myth: Older workers take more sick days than younger workers.

Reality: Attendance records are actually better for older workers than for younger ones.

Myth: Older workers aren't flexible or adaptable.

Reality: Because they've seen many approaches fail in the workplace, they are more likely to question change. But they can accept new approaches just as well as younger workers can, as long as the rationale is explained.

Myth: Older workers are more expensive.

Reality: The costs of more vacation time and pensions are often outweighed by low turnover among older workers, and the fact that higher turnover among other groups translates into recruiting, hiring, and training expenses.

One of the most powerful steps you can take is to address stereotypes head on.

Addressing Stereotypes - Take, for example, the stereotype that older workers aren't technologically adept. This is a presumption that can be laid to rest. Studies show that older workers are not afraid of learning and can competently utilize new technologies. And younger workers may have updated technology skills and background, but you have also amassed a vast amount of experience that can be to your advantage.

In your cover letter or resume, say you're "very adaptable to changing corporate policies and direction." And be ready to talk about previous situations where things have changed at work and how you easily adapted. If your salary requirement is higher than younger workers, explain how your experience allows you to be trained faster and your adaptability allows you to pick it up, right away.

Along with that comes another stereotype: Older workers are on the verge of retirement. If you're ready for another career, say so during an interview. You could state that, "I'm an energetic person and am nowhere near retirement. I look to new challenges and if you have a concern, I don't see myself retiring for years to come. It's just not in me."

Emphasize the value of your wealth of experience you have gained through the years and how that can benefit the employer. In your resume and at the interview, talk about problems you've solved in the past and what you did to change the situation. In addition, if you know how to use some of the latest tools in your industry, be prepared to talk about that on your resume and when you walk into an interview feeling certain of your abilities. If you don't know how to use the latest tools in your field, learn!

In a job search, talk to prospective employers in confident terms of, "I can definitely do what you need me to do. Here are all of the things I can do because of my experience."

Let's continue with more strategic ideas for successfully overcoming age-related issues.

Clarify Your Goals - If moving up the ladder isn't a priority, say so. Tell an employer that, "I can bring you leadership and experience but I don't need a leadership position." One of the more common reasons employers say they pass up on experienced job hunters is that they are overqualified for the job at hand. Employers think that older workers will not be happy with the salary or duties of the job or that they'll leave as soon as a better opportunity comes up. Tell the interviewer that you've worked in multi-generational teams before and you're about teamwork, not titles.

Bring it up first and address the subject before the employer does. That's part of being well-prepared for any interview anyway; to anticipate and address questions. Acceptable answers could follow the lines of not needing big titles at this point in your life, wanting a job in an area that's radically different from what you've done before, seeking to build new skill sets or taking on new challenges.

Don't Stress About Younger Interviewers - Don't be surprised if you are interviewed by someone younger than yourself. Don't be put off or feel defensive about this.

Handling Inappropriate Questions - An inexperienced interviewer may ask or insinuate inappropriate or illegal interview questions. It is illegal for an interviewer to ask your age, especially if that is a basis on which to disqualify you for employment. If you feel an employer is trying to ask questions that show he or she is concerned about your age, it is perfectly fine to ask, “If you have concerns about my age, I can assure you my skills and experience are excellent and my commitment is outstanding. Please call my references if it helps you.” Don’t be angry or defiant. Keep your attitude positive and friendly.

Age Discrimination is Illegal

The Equal Employment Opportunity Commission (EEOC - www.eeoc.gov) is the agency that enforces state or local government’s age discrimination laws. Unfortunately, they report that age bias complaints are on the rise.

The Age Discrimination in Employment Act of 1967 (ADEA) protects individuals who are 40 years of age or older from employment discrimination based on age. The ADEA’s protections apply to both employees and job applicants. Under the ADEA, it is unlawful to discriminate against a person because of his/her age with respect to any term, condition, or privilege of employment, including hiring, firing, promotion, layoff, compensation, benefits, job assignments, and training.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on age or for filing an age discrimination charge, testifying, or participating in any way in an investigation, proceeding, or litigation under the ADEA.

The ADEA applies to employers with 20 or more employees, including state and local governments. It also applies to employment agencies and labor organizations, as well as to the federal government.

If you need further assistance on this subject, contact the EEOC on their website or by calling 800-669-4000.

Wrapping It Up

As you continue your job search, take care of yourself, maintain a positive attitude, eat healthfully, exercise and do things that bring you joy. You’ll project a happier, healthier self that will show to prospective employers.

As an older job seeker, you may have to do more than your younger counterparts would to show that you will be a valuable employee. Rely on the interpersonal skills and professional competencies you have learned in your career life. Employers still want outstanding employees—and that’s what you’ll be.

Job Seekers with Disabilities

When any job seeker looks for a job, the main thing to understand is what the employer is looking for in an applicant. All businesses have needs and want to hire the best person for the job. People with disabilities have the desire, skills and ability to work and may be a good fit for a company—their focus is to convince an employer they can do the job and disability should not be a determining factor in the decision-making process.

What keeps many people with disabilities from being hired is not their disability but the perspective employer's misconception about their ability to perform the job. It's up to the job seeker to demonstrate to the employer that regardless of a disability, they are the right person for the job and have the skills and qualifications to do the job.

Let's review some general tips for job seekers with disabilities.

Disclosure

Job seekers may wonder when is the appropriate time to let a potential employer know about a disability. When to disclose a disability is an individual choice. An employer may not use the interview or the application process to inquire about a potential disability. Additionally, the Americans with Disabilities Act of 1990 (www.ada.gov) has provided guidance that the applicant does not have to disclose their disability at this time, if they wish not to do so. After a conditional job offer has been made, some employers require a physical exam and medical history. Some applicants feel comfortable disclosing at this point because the employer has determined that you are a good choice for the position. But be aware that if an accommodation is needed, the latest you can disclose this information is post-offer/pre-acceptance.

For some ideas about disclosure, refer to the Department of Labor Office of Disability Employment Policy's Job Accommodation Network (JAN) at www.jan.wvu.edu/media/disclosurefact.doc

Applying for Jobs

Your duty during the application process is to highlight your qualifications and experience as they relate to the opening. The employer sets the functions and duties of the job, as well as any expectations he or she has. Be certain that you meet the minimum qualifications for the position and can perform any essential functions of the job, with or without reasonable accommodation, before you apply.

Interviewing

Job interviews give the employer a method in which to determine if an applicant is a good fit for the job opening. During the interview process, applicants are usually directly or indirectly asked how he or she would perform the duties of the job. The same is true for a person with a disability—be prepared to explain or describe how to perform the essential functions of the job. If you will need an accommodation to perform the job, be prepared to briefly explain what you may need and research ahead of time how much it would cost.

Some applicants need an accommodation for the interview. Be honest with the employer if you will need some sort of accommodation or assistance at the interview process.

Concerns About Hiring

In a Survey of Employer Perspectives on the Employment of People with Disabilities,* the concerns employers expressed when hiring people with disabilities were reviewed. Job seekers with disabilities will not necessarily be able to overcome some of these employer opinions, but it may be advantageous for him/her to be aware of what employers believe to help them better overcome this bias. Also, remember that **these opinions are not necessarily factual!**

Of nearly 3,800 respondents, the following table details the overall concerns of employers about hiring people with disabilities, ranked from 1 to 6 on the following page.

1	It costs more to employ workers with disabilities
2	Workers with disabilities lack the skills and experience to do our jobs
3	People with disabilities may not be as safe and productive as other workers
4	Supervisors are not sure how to take disciplinary action
5	Supervisors are not sure how to evaluate
6	Supervisors are not comfortable managing

There are also many options that the same companies rated in terms of what might help. Let's see those next.

101

Strategies to Help

In the same survey* the 3,800 employer respondents revealed strategies that they felt would be helpful in hiring people with disabilities. Overall, they ranked the following points in order of helpfulness to them:

1	Employer tax credits and incentives
2	Disability awareness training
3	Visible top management commitment
4	Mentoring
5	Assistive technology
6	Using a specialized recruiting source
7	Flexible work schedule
8	Training existing staff

continued on next page

*The Survey of Employer Perspectives on the Employment of People with Disabilities is available at www.dol.gov/odep/documents/survey_report_jan_09.doc

9	On-site consultation or technical assistance
10	Disability targeted internship program
11	Short-term on the job assistance with job coach
12	Developing a targeted recruitment program
13	Centralized accommodations fund
14	Reassignment

It is not necessarily the duty of the job seeker to bring these helpful options to the attention of the employer, but there are organizations and resources that can provide information, education and assistance. Let's see some of those as we wrap up this segment.

Wrapping It Up

As with any job seeker, make sure you meet the minimum qualifications of the job, have the knowledge, skills and abilities to perform the job and just as important—keep a positive, upbeat attitude. Focus on all you can do, not on what you cannot!

Refer to the following resources for assistance:

102

American's with Disabilities Act - <http://www.ada.gov>

Finding a Job That's Right for You - <http://www.jan.wvu.edu/Job>

Job Accommodation Network - <http://www.jan.wvu.edu>

Office of Disability Employment Policy - <http://www.dol.gov/odep/index.htm>

Lastly, there are federal laws in place to protect individuals from being discriminated against in employment. Please refer to the Equal Employment Opportunity Commission (EEOC) Questions & Answers web for more information at <http://www.eeoc.gov/facts/qanda.html>

Ex-Offenders

Employers who have hired ex-offenders in the past are more likely to hire ex-offenders in the future. This is especially true if they have had a positive experience working with these employees.

Employers can be held legally responsible for the criminal actions of the employees and may fear litigation, theft, physical danger or other negative impacts in the workplace if they hire someone with a criminal background. Many employers conduct criminal record checks to help them determine the likelihood of further legal issues if they hire this person.

Some employers are concerned about the types of crimes ex-offenders have committed and would shy away from crimes that are violent in nature or directly related to their field or company interests. For

example, most employers are less averse to those individuals charged with drug and property offenses. Many employers who do hire individuals with a criminal history, tend to do so on a probationary basis.

The Survey Group (TSG) reported in 2009 that more than 80 percent of employers do a background check on potential employees by performing some form of employee screening. Also, a recent study from Harris Interactive discovered that 45 percent of employers are now using social media to screen potential job candidates.

Being aware of the issues employers face when considering ex-offenders as new employees is the beginning step to negotiating a position for hire. Unfortunately, ex-offenders have many obstacles to overcome. However, if they have an employment representative who can help employers overcome their objections to hiring them, ex-offenders have a much bigger advantage.

There are two main benefits to employers who hire ex-offenders.

1. The Work Opportunity Tax Credit (WOTC) offers employers a tax credit of up to \$2,400 of the first year wages for each qualified hire, which includes low-income ex-offenders.
2. The Federal Bonding Program is sponsored by the USDOL and it helps counter employers' concerns about theft by newly hired ex-offenders. The program offers free of charge an insurance bond of up to \$5,000 against theft, forgery, larceny or embezzlement by employees.

If you are an ex-offender, you must work diligently to secure a job. Let's look at some areas of special concern.

Disclosure – Is it really necessary and when? The first answer is yes, it is necessary. An employer can dismiss an employee who lies on an application. The subject of when to disclose is a bit more subjective. Some experts say that it may not be apparent on a resume, depending on the type of resume format used. If you are asked to fill out an application, there will almost certainly be questions pertaining to criminal records.

Filling Out an Application - Questions about your criminal record on an application may include the following.

- Have you ever been convicted of a felony?
- Have you ever been convicted of a felony in the past 7 years?
- Have you ever spent time in prison?

If you answered “yes” to any of the above, be very careful what you write on a job application. Do not lie and check “no” as you will probably be found out and fired. Remember, most employers perform background and criminal checks. Plus, you will live in fear of being found out until then.

Don't leave the space blank, instead, write the following: “I will be happy to explain in person”, or “See Letter of Explanation” (see the sample letter provided in the Appendix, page 136 and attach it to your application) or put a dash in the space provided. These responses indicate you have a history you would like to discuss. This gives you a chance to explain to your benefit. Don't blow the chance. Be prepared.

Let's look over more tips for your job search below:

Use a Functional Resume – Functional resumes rely heavily on skills and not on timeframes. This may help to show a prospective employer what kind of relevant skills or experiences you possess. This style resume will hide gaps in work history. You can use prison-related work or training if you are trying to downplay the gap in employment.

Master Your Interviewing Skills - Not only will you need to be able to communicate to an employer that you can do the job, but you'll also have to become a master at answering questions that aren't directly job related. Prepare for questions about your past.

When questioned about your criminal record, something along these lines may facilitate a dialog with the employer:

“I appreciate this interview and the chance to explain myself. I have a felony conviction. I'm sorry for the grief I caused other people and I'm embarrassed about having committed a crime. Since I wasn't sure about the confidentiality of this information, I just put a dash in that section of the application. What would you like to know about my situation?”

Also, review the 4 Step Strategy for Answering the Felony Question worksheet (Appendix, page 136). It will help you to gather your thoughts and responses to questions about your record. If you can't explain your record in a positive way (what you have learned, how you have changed), you probably won't get the job. Practice your answers!

Highlight Your Achievements - Emphasize any education, training or certifications you have received. Perhaps you earned you GED or took college courses while incarcerated. If you've taken additional courses or training outside of prison, mention those too.

Network, Network, Network! - Maybe more than other job seekers, you'll need to develop above average networking skills. Utilize the people you know from family, friends, parole officers, former teachers, clergy, etc., who maybe be willing to provide you job leads as well as serve as character references.

Be Your Own Boss - Don't forget to look into fields of work where you can be your own boss. Check out resources for entrepreneurship on the Internet. This option may seem far fetched, but you'll never know if you don't try or at least explore the possibility.



Don't Overlook Entry-Level Positions - You may have a strong educational background and work experience prior to your sentence, but that doesn't necessarily mean that you'll be offered positions commiserate with them. You might need to start at an entry-level position to rebuild your credibility. Then, work hard, take on additional assignments, be a model employee and move up the career ladder.

Keep Trying - It may take a lot of job hunting and a lot of rejections as you search for work, but don't get angry or give up. This is the time that you'll truly prove to society and potential employers that you really have changed. Do positive things for yourself such as taking courses, exercising, meditation, etc., that help to relieve stress.

Wrapping It Up

Having a criminal record does not automatically exclude a qualified job applicant from work, but it may mean some extra steps are needed to secure the job. A good tactic is to be honest and emphasize how you have changed. Employers need good employees and your first job will be in convincing an employer that you are the kind of person they are looking for.

Don't be discouraged if you don't get a job offer when you look for a new job. It may take time, but keep a positive outlook. The right job fit will come along.

Veterans

As a military veteran, you have made sacrifices for our country and deserve to find suitable employment. Take some time to go through the next few pages and take advantage of the many programs and tips listed here.

Veterans seeking employment in the public sector may seek the assistance of veterans' representatives located in public employment service offices across the nation. To find an office near you, check the Department of Labor's Service Locator at www.servicelocator.org.

There are several programs available to veterans who wish to pursue a career with the federal government. On the next page is a list of programs and types of appointments.

Excepted Service –

Special Hiring Authority

Veterans Recruitment Appointment (VRA)

30 Percent or More Disabled Veterans

Disabled Veterans Enrolled in a VA Training Program

Veterans Employment Opportunities Act (VEOA)

Competitive Service –

- Veterans' Preference
- 5 Point Preferences
- 10 Point Preference

Let's discuss each of these separately.

Special Hiring Authority

Noncompetitive appointments are available under the Special Hiring Authorities. Eligibility under these special authorities gives veterans a very significant advantage over others seeking to enter the Federal service in that they do not compete with those job seekers. An agency that wants to hire under one of these authorities can simply appoint the eligible veteran to any position for which the veteran is qualified. However, use of these special authorities is discretionary with the agency.

Veterans' preference applies when making appointments under these special authorities if there are two or more candidates and one or more is a preference eligible. These authorities provide for noncompetitive conversion to the competitive service after a suitable period of satisfactory service.

Veterans Recruitment Appointment (VRA)

VRA is a special authority by which agencies can appoint an eligible veteran without competition. The VRA is an excepted appointment to a position that is otherwise in the competitive service. After 2 years of satisfactory service, the veteran is converted to a career-conditional appointment in the competitive service. VRA eligibles may be appointed to any position for which they are qualified up to a GS-11 or equivalent.

The veteran must meet the requirements for the position. Once on-board, VRAs are treated like any other competitive service employee and may be promoted, reassigned, or transferred. For further information on VRA appointments, how to apply, and qualification details visit the websites listed on page 100 of this section.

30 Percent or More Disabled Veterans

An agency may give a noncompetitive temporary or term appointment (not limited to 60 days or less) to any position for which the disabled veteran is qualified (there is no grade limitation). After demonstrating satisfactory performance, the veteran may be converted at any time to a career-conditional appointment.

Veterans should contact the Federal agency Personnel office where they are interested in working to find out about opportunities and eligibility or visit the websites references on page 100 of this section.

Disabled Veterans Enrolled in a VA Training Program

Disabled veterans eligible for training under the VA Vocational Rehabilitation program may enroll for training or work experience at an agency under the terms of an agreement between the agency and

VA. While enrolled in the VA program, the veteran is not a federal employee for most purposes, but is a beneficiary of VA.

Veterans Employment Opportunities Act (VEOA)

Veterans have access to Merit Promotion positions through this Act. This authority permits an agency to appoint an eligible veteran who has applied under an agency merit promotion announcement that is open to candidates outside the agency.

A VEOA eligible veteran who competes under merit promotion procedures and is selected will be given a career or career conditional appointment. Veterans' preference is not a factor in these appointments and access and opportunity are not an entitlement to the position and it is not a guarantee for selection.

For more information on internal and external vacancy announcements, terms and conditions of employment, and VEOA preference eligible rates and ranking go to:
www.fedshirevets.gov/job/shav/index.aspx

Competitive Service

Veteran Preferences

The U.S. Government has laws to assist veterans who seek federal employment from being penalized for their time in military service. Veterans who are disabled or who served on active duty in the Armed Forces during certain specified time periods or in military campaigns are entitled to preference over others in hiring from competitive lists of eligibles and also in retention during reductions in force. Preference applies in hiring for virtually all jobs, whether in the competitive or excepted service.

The Office of Personnel Management (OPM) administers entitlement to veterans' preference, however, preference laws do not guarantee veterans a job, nor do they give veterans preference in internal agency actions such as promotion, transfer, reassignment and reinstatement.

OPM has developed a guide for specific information on veterans' preference. This guide explains how the federal employment system works and how veterans' preference and the special appointing authorities for veterans operate within the system. It is available online at:
<http://www.opm.gov/staffingPortal/Vetguide.asp>.

5 Point Preference

Five points are added to the passing examination score or rating of a veteran who meet certain criteria, such as veterans who served during a war, for certain dates and periods of time, and for those veterans who have certain medals/badges.

10 Point Veteran Preference

Ten points are added to the passing examination score or rating of a veteran who served at any time and who has a compensable service-connected disability, a service-connected

disability, is receiving compensation, disability retirement benefits, or pension from the military or the Department of Veterans Affairs, or a veteran who received a Purple Heart. Certain spouses, widows, widowers, or mothers of veterans are also eligible for a preference usually referred to as "derived preference" because it is based on service of a veteran who is not able to use the preference.

Why are veterans a good hiring option? Check out 10 Reasons to Hire a Veteran and (Appendix, page 137) read why. Then, we'll review two important points aimed specifically at veterans' job search.

Your Civilian Resume - De-militarize it! Do not use acronyms and terminology that won't be familiar to civilian hiring authorities. For help on determining what your military specialties might translate to, check out these resources for assistance:

Military to civilian occupation translator - Find which military occupations are the closest matches to jobs at various companies

<http://www.acinet.org/acinet/moc/default.aspx?audience=B>

O*Net - O*NET has more than 275 standardized descriptors of skills, knowledges, tasks, occupation requirements, and worker abilities, interests and values to assist you in building accurate job descriptions. <http://www.onetcenter.org/>

As with any resume, emphasize your skills and accomplishments.

Work on Your Interviewing Skills - Job search is a very competitive process and some veterans may be unprepared for that. Therefore, strong interview skills are essential. The more you practice and become familiar with answering questions and addressing your qualifications, the more confident you'll appear to interviewers.

Some service members go straight into the military without ever having had to apply or interview for jobs before. Interviewing may be an entirely new skill for them. Take some time to review and practice the skills taught in the "Interviewing with Confidence" section of this workbook.

And as with your resume, don't rely on acronyms and jargon that may be common to military members, but not to civilians.

Tough Questions for Veterans

Once in a while, you may come across an interviewer who challenges why your military background would be a good fit for their company. You may be asked tough questions such as these that follow. Be sure to review the responses so you'll be prepared.

Question: Military people seem very rigid and structured. We're more laid back here. Will you be able to fit in?

Response: One of the things I learned in the military is to observe my environment and adapt to it. I'm comfortable in lots of different environments and see no reason why I wouldn't fit in great.

Question: Military people are used to a service-oriented business. In the private sector, we're all about profits and losses. Can you operate in that kind of atmosphere?

Response: Even in the government, we've had to learn to operate with less funding. Considering all the demands of military work, I think service members become pretty good at being effective and efficient, no matter the barriers. One of the things my unit had to do was _____.

Question: Don't all veterans have PTSD?

Response: Some veterans do develop PTSD from combat, but this is an anxiety disorder that is very treatable. Most veterans do not develop this and all can function well in their jobs.

Remember to stay positive and don't get defensive or angry. The interviewer is trying to find the best fit for their company. Qualifications aside, companies want someone who is also a good personality fit for their business.

A Word About Seeking Help

Military service during wartime increases the possibilities of emotional trauma and physical injuries. If you are experiencing difficulties due to post traumatic stress, traumatic brain injuries, a physical disability or a myriad of other reasons, do not hesitate to reach out for assistance. It isn't a sign of weakness to acknowledge your need for help.

These programs can provide guidance and assistance:

- **America's Heroes at Work** - This U.S. Department of Labor (DOL) project addresses the employment challenges of returning service members living with Traumatic Brain Injury (TBI) and/or Post-Traumatic Stress Disorder (PTSD). The project equips employers and the workforce development system with the tools they need to help returning service members affected by TBI and/or PTSD succeed in the workplace - particularly service members returning from Iraq and Afghanistan. www.americasheroesatwork.gov
- **REALifelines** - The Recovery and Employment Assistance Lifelines (REALifelines) Advisor provides veterans and transitioning service members wounded and injured as a result of the War on Terrorism, and their family members, with the resources they need to successfully transition to a rewarding career. <http://hirevetsfirst.dol.gov/realifelines/index.asp>
- **VA's National Center for PTSD** - This VA website provides a wide variety of helpful materials, videos and research, education, and training on trauma and PTSD. www.ptsd.va.gov

- The Wounded Warrior Project - This program raises awareness for the needs of severely injured service men and women, helps severely injured service members aid and assist each other, and provides unique, direct programs and services to meet the needs of severely injured service members. www.woundedwarriorproject.org
- Veterans Suicide Prevention Hotline - Click into the website at www.suicidepreventionlifeline.org/Veterans or call toll-free 1-800-273-TALK (8255) and press 1 for veteran.

Website Resources for Veterans

- The overall website for information on Federal Employment for veterans: www.fedshirevets.gov/Index.aspx
- Federal agency website for job announcements: www.usajobs.com
- Hire Vets First: www.hirevetsfirst.dol.gov
- VetGuide explains the special rights and privileges that veterans enjoy in federal civil service employment. The guide conveniently summarizes in one place material from many laws and regulations that affect the employment of veterans: <http://www.opm.gov/staffingPortal/Vetguide.asp>
- VA veterans benefits and services information: www.va.gov
- DoD Vets provides employment information for veterans in the Department of Defense <http://www.dodvets.com>

Wrapping It Up

Veterans are entitled to certain benefits and services as a result of their armed forces service. You, as a veteran, are your own best advocate to ensure you receive the services and benefits you've earned. Do your research and utilize the resources listed here to your best advantage.

Thank you for your service to our nation.

Homeless

Many job seekers experience obstacles when they are looking to work, but if you're homeless you face even more difficult barriers, such as not having a computer to prepare a resume, no personal telephones for call backs, difficulty in getting to interviews and not having appropriate clothing for interviews and work.

Homeless missions and shelters will have access to resources. Seek out those resources yourself. It can be difficult, but the best advocate you have in your corner is you. Agencies and other organizations exist to help. It's up to you to reach out to those organizations.

It is a huge challenge, but if you're homeless, you CAN find work and get on the road to self-sufficiency.

Permanent Address

Unless you are enrolled in a residence program, you probably do not have an address where you can receive mail and phone calls. Ask the shelter or mission at which you are staying if you may use their address and phone number as your contact number. Some are willing to allow you to use their information if you explain you are using it to search for a job. If you move around a lot, ask a drop-in center, or church if you might utilize their address and phone number. Be sure to check in regularly to keep your job search moving forward.

If you are not already enrolled in a program of transitional housing, try to do so as soon as you can. Not only will this be helpful in securing shelter for you, but you can also use the information when applying for and receiving employment assistance and other supportive services. Some organizations will provide job search assistance, such as The Salvation Army or Goodwill Industries.

Public Employment Service

Across the country, employment service offices are specifically open to assist job seekers. Additionally, they will have connections to resources that can help with other needs and barriers to employment. To locate an employment service office go to www.servicelocator.org or in the phone book under government programs or job service.

Public Library Access

You may be able to utilize your nearest public library to perform a variety of tasks related to your job search: looking for jobs, writing your resume and setting up a free e-mail account (do an Internet search for "free e-mail accounts") to correspond with prospective employers.

Clothing Issues

Fear of not having proper clothing to interview with or go to work in once employed, is an issue that can be overcome. Many local agencies can provide homeless job seekers with clothing. Some agencies that may be able to help are: Goodwill Industries, The Salvation Army, Society of St. Vincent DePaul and veterans' service organizations such as Vietnam Veterans of America and Disabled Veterans of America. Additionally, many of these organizations will provide toiletries, transportation tokens, meal vouchers and other daily essential items.

Applying for Jobs/Interviews

Many people who are homeless have anxiety over whether or not to reveal the fact they do not have a place to live. If you feel your homelessness may impact your ability to perform a job, then yes, you may want to reveal the fact that you are homeless. Keep in mind that an employer may not want to take the chance of hiring you if your homelessness is going to affect your job in some way. Usually it is not necessary to disclose the information to an employer. Employers just want employees who are dependable, hard workers.

Wrapping It Up

Homelessness affects approximately 2.5 to 3.5 million people every year. It does not discriminate against age, gender or race. It may feel like an insurmountable challenge to turn your life around, but you hold the key. Be proactive and search out the best avenues for yourself.

Helpful resources for people that are homeless:

- The National Coalition for the Homeless
www.nationalhomeless.org
202-462-4822
- The National Coalition for Homeless Veterans
www.nchv.org
800-VET-HELP
- Volunteers of America
www.voa.org
800-899-0089
- Fact Sheets about Programs to Help
www.cms.hhs.gov/apps/firststep/content/factsheets.html
- US Department of Housing and Urban Development - Local Homeless Assistance Resources
www.hud.gov/homeless/hmlsagen.cfm
- Homeless Veterans Reintegration Program -
www.dol.gov/vets/programs/fact/Homeless_veterans_fs04.htm

Notes:

Appendix

The American's with Disabilities Act (ADA)

The Americans with Disabilities Act (ADA) is a wide-ranging legislation intended to make American society more accessible to people with disabilities. It was signed into law on July 26, 1990. For complete information, go to the ADA homepage at www.ada.gov.

ASCII Resume

An ASCII (American Standard Code for Information Interchange) resume is an electronic version suitable for submitting through e-mail, for copying and pasting into on-line resume bank submission forms or directly into e-mail messages.

Body Language in an Interview

Body language is non-verbal communication through your posture, gestures, facial expressions and mannerisms. In a job interview situation, your body language can communicate to the employer before you ever say a word.

Your handshake should be firm, not limp and not knuckle-crushing.

Look the people you meet in the eye and smile.

Be sure to stand and sit with good posture. Slouching and leaning indicate a lack of interest or laziness. Sit up comfortably straight (not rigidly) in your chair. Sitting on the edge of your chair gives the impression of tension.

Crossing the arms is considered defensive. Place your hands in your lap or on the armrests of your chair.

Listen attentively and nod in agreement with the interviewer.

And finally, being nervous is just part of an interview situation. Being aware of your body language will help you control some of you nervous actions better, but no one expects interviewees to be totally at ease.

Business-Casual Attire

Business-casual attire is usually considered somewhere in the dress spectrum between casual (jeans, tennis shoes, t-shirt) and office formal (suit, jacket, tie, dress with heels).

Depending on the work environment this might include khaki or dress pants, dress shirts, nice shoes, maybe a sports jacket with or without a tie, or skirts.

Observe what the upper management and leaders of the organization wear.

Casual-Dress Attire

Many companies offer casual-dress days at least once a week. Whether or not your employer provides a relaxed attire code for these occasions, employees should always maintain a professional appearance. Incidentally, when it's a dress-down day and you have an appointment with a visitor from outside the office, always forgo dressing down and dress according to the occasion.

Clothing to avoid wearing on casual-dress days at work:

- Sweatpants or sweatshirts
- Grungy sneakers
- Tank or spaghetti strap tops without shirts over them
- Ripped or worn jeans
- Low-cut, very tight, or see-through clothing
- Flip-flops or beach sandals
- Skirts shorter than three inches above the knee
- Baseball caps
- T-shirts with inappropriate slogans or graphics (solid colored t-shirts may be fine)

Customer Service

Customer service could be defined as the ability to supply a company's customers' wants and needs. It is the quality and level of assistance and courtesy provided to those who frequent the business.

If you work directly with customers, treat them with courtesy and respect at all times, even during tough situations. Good or bad employees reflect back on the company which can either benefit or harm it's reputation.

Federal Bonding Program (FBP)

Bonding is a unique helping service and job placement tool to assist ex-offenders and other at-risk job seekers. As an employer incentive, the employer gets the worker's skills, abilities and knowledge without taking risk of potential employee dishonesty. There are no forms or other papers for the employer to sign, and no processing to delay matters - the insurance can be put into effect instantly. The bonds issued by the FBP serve as a job placement tool by guaranteeing to the employer the job honesty of at-risk jobseekers. For complete information, refer to www.bonds4jobs.com

Hobbies and Interests

Hobbies and interests should be of the non-controversial variety and illustrate you are a well-rounded individual. Some of those might include:

- Gardening
- Walking
- Reading
- Painting
- Home remodeling
- Recreational sports (skiing, golf, swimming, etc.)

Job Profile

Job profile refers to the compilation of a prioritized set of capabilities or characteristics for certain jobs or fields of work. Most often used when applying for jobs on the Internet or registering for job search sites. Also known as an employment profile.

Keyword Answers

This role is responsible for **selling repair service, parts** and maintenance agreements for **forklifts, construction** and agricultural **equipment**. The candidate will **maintain and grow existing accounts** as well as **develop new business**. S/he will help **create sales strategy** and **tactically execute the sales mission to achieve preset targets**.

This individual will **perform needs analysis** within accounts in order to **provide customers maintenance solutions**. **Supply data** and help **produce sales reports** and **forecast projections**.

Keywords

Keywords refers to specific words or phrases that are used to search for jobs, usually for on-line job search sites or job opening sections of companies.

Letters of Recognition

Letters of recognition are professional and personal letters which praise your exemplary work as an employee or acquaintance. They can be from co-workers, supervisors, professional colleagues, customers, etc. They also include professional certificates of achievement, employee of the month notifications or other employment awards.

Licenses/Certificates/Union Memberships

Some professions require licenses, certificates or union memberships to work in specific fields. Examples of licenses or unions could be:

- Cosmetology License
- Real Estate License
- Glaziers, Architectural Metal & Glass Workers (union)
- United Association of Plumbers and Pipefitters (union)
- Ironworkers International (union)

Master Application

A master application is a completed standard job application that you use as a guideline to fill out other applications. You do not give your master application to potential employers. Instead, you fill out the employer's application, but use your own master to help you remember names, dates, duties, etc. You won't be flustered trying to remember specific information and you can concentrate on providing a neat, complete application.

Memberships in Professional Organizations

Memberships in professional organizations are usually those in which you meet some qualifications to belong to or specifically join such as:

- Chamber of Commerce
- Society for Technical Communications
- American Banker's Association
- Board of Realtor's Member
- American Nurses Association

Official School Transcripts

School transcripts are an official record of the courses you took and the grades you received. To obtain transcripts, check with your state's Department of Education (www.ed.gov/about/contacts/state/index.html) or directly contact the schools you attended to request documents.

Optional Application for Federal Employment (OF-612)

You may apply for most jobs with a resume, or the Optional Application for Federal Employment (OF-612), or other written format the agency specifies. For jobs that are filled through automated procedures, federal agencies may require that you submit a resume and/or other specialized forms. Jobs with unique requirements may also occasionally require special forms. Pay attention to application procedures. The OF-612 can be downloaded from www.opm.gov/forms/pdf_fill/of612.pdf

Previous Employers Information

List previous employers, addresses, e-mail addresses and phone numbers on resumes or applications:

- LRT Associates
1244 W. 4th Street
Anycity, ST 04500

LRTAssociates@xyz.com

(555) 123-4567

Previous Job Information

List previous job information on resumes or applications. Include job titles, dates of employment, summary of work experiences and contact information of previous supervisors:

Job Title: Receiving Clerk

Dates Employed: 2/04 - 5/06

Duties: Counted, measured, and weighed products to verify contents of shipments against bills of lading, invoices, or storage receipts. Examined products for defects and sorted articles according to extent of defect. Attached identification data onto article. Unloaded and unpacked incoming shipments.

Supervisor: BB Apel

Contact: bbapel@anycompany.com or (101) 555-1234

Reasonable Accommodation

As defined by the American's With Disabilities Act, reasonable accommodation is any modification or adjustment to a job or the work environment that will enable a qualified applicant or employee with a disability to participate in the application process or to perform essential job functions. Reasonable accommodation also includes adjustments to assure that a qualified individual with a disability has rights and privileges in employment equal to those of employees without disabilities.

Source: US Department of Justice

119

References

References are a list of people who know you, personally and professionally. Choose people who can answer questions an employer may have about you, such as what particular skills and experience you have, your work style, how you get along with co-workers, how you can benefit a company and what type of employee you are.

Salary History (for additional information about Salary History see page 114)

A salary history is a list of previous employers and the salary range you were paid. A sample of how you might want to structure salary history information is as follows:

Jefferson Hardware (5/20xx - present)

Salary Range: \$24,000 - \$25,000, part-time position (no benefits)

LRT Associates (2/0x - 5/20xx)

Salary Range: \$33,000 - \$35,000, full-time position (with benefits)

Social Media

What is social media? The definition can become quite bulky and confusing, but in short, it's the different online technology tools that people use to communicate quickly and easily. The forms of social media can be any single or combination of websites, blogs, audio, photographs, podcasts and other multimedia tools.

It is difficult to estimate just how many social media related sites exist, as many don't become as popular as others. Popular sites are Facebook, MySpace, Twitter and LinkedIn. Other sites such as Digg, Technorati and BuzzFlash may have more niche users.

Title VII of the Civil Rights Act of 1964

Title VII prohibits employment discrimination based on race, color, religion, sex and national origin. The Civil Rights Act of 1991 (Pub. L. 102-166) (CRA) amends several sections of Title VII. More information can be found at www.eeoc.gov/policy/vii.html

Volunteer or Civic Activities

Volunteer or civic activities can be:

- American Red Cross Volunteer
- Disabled American Veterans
- Volunteer at annual community health fair
- Little league coach
- Big Brother/Big Sister
- Literacy project volunteer
- Church outreach program

Work Experience

Previous employers, addresses, e-mail addresses and phone numbers:

LRT Associates
1244 W. 4th Street
Anycity, ST 04500

LRTAssociates@xyz.com

(555) 123-4567

Work Opportunity Tax Credit (WOTC)

The Work Opportunity Tax Credit (WOTC), authorized by the Small Business Job Protection Act of 1996 (P. L. 104-188), is a federal tax credit that encourages employers to hire eight targeted groups of job seekers by reducing employers' federal income tax liability by as much as \$2,400 per qualified new worker; \$750, if working 120 hours or \$1,200, if working 400 hours or more, per qualified summer youth. Access more information at www.uscs.doleta.gov/wotcdata.asp

Work Samples

Work samples can include items like copies of brochures you created, web sites you designed, photos of construction projects you helped complete, specialty tile projects you designed, etc. Not every type of job will require work samples. In some trades or fields of work, it will help to illustrate your talents.

Master Application Sample, Page 1

Personal Information			
Date: April 1, 20XX			
Are you a Citizen of the U.S.? <input type="checkbox"/> YES <input type="checkbox"/> NO		If no, are you legally allowed to work in the U.S.? <input type="checkbox"/> YES <input type="checkbox"/> NO	
		Social Security Number: 987-65-XXXX	
Name (Last, First, Middle): Samson, Jerry X.			
Present address (number and street, city, state, ZIP code): 1801 Oak St., Denver, CO 80206			
Permanent address (number and street, city, state, ZIP code): 1801 Oak St., Denver, CO, 80206			
Telephone numbers: home: 303-555-1234; mobile: 720-555-1234			
Have you ever been convicted of a crime? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		If yes, explain:	
Do you have a driver's license? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		If yes, what type? <input checked="" type="checkbox"/> Operator <input checked="" type="checkbox"/> Commercial <input type="checkbox"/> Chauffer	
Employment Desired			
Position: Manager - HazMat Hauler		Date you can start: 4/5/06	Desired salary: 19.50/hr
Are you employed now? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		If yes, may we contact your present employer? <input type="checkbox"/> YES <input type="checkbox"/> NO	
Ever applied to this company before? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Where?	When?
Do you want to work: <input checked="" type="checkbox"/> FULL-TIME <input type="checkbox"/> PART-TIME			
Education			
Type of School	Name and Location of School	Did You Graduate?	Subjects Studied - Degree(s) Given
Elementary/Middle School		<input type="checkbox"/> Yes <input type="checkbox"/> No	
High School	Jefferson H.S., Denver, CO	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	High School Diploma
College		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Trade/Business School		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Special Studies, Research, Foreign Language or other Skills: Commercially licensed CDL Class A in California and Colorado Diesel Engine Maintenance and Repair			

Master Application Sample, Page 2

Former Employers (Most Recent Listed First)				
Dates and Salary	Employer Name and Address	Duties	Type of Machines or Equipment Used	Reason For Leaving
From 06/01/20XX Salary 19.50/hr	Weir's Auto Care 222 Logan Ave. Denver, CO 80209	General maintenance, transmission and engine work. Assisted in parts buying.	hydraulic lifts, pneumatic tools, electronic testing equipment	Wanted to join the Air Force
From				
Salary				
From				
Salary				
From				
Salary				
Military Service				
Branch of Service: Air Force	Period of Active Duty From: 01/01/20XX To: 02/28/20XX	Rank at Discharge: Technical Sergeant		
Military Duty Descriptions: Managed hazardous materials distribution and personnel. Organized and conducted training on emergency chemical contamination readiness. Hazardous Materials Hauler. Head driver status achieved in 12 months. Okinawa, Japan				
Organizations and Volunteer Activities				
Junior Achievement Classroom Volunteer - March 20XX-February 20XX Edwards AFB. Big Brothers of America, 20XX				
References				
Name	Address	Phone	e-Mail	Years Acquainted
Frank Gilmour	301 Davis Lane, Denver, CO 80210	303-555-8877	fg@email.com	9
CMSgt. Jackson	101 Yeager Dr., Edwards AFB, CA 93520	915-555-7897	jjackson@email.oov	4
MSgt. Rawlings	101 Yeager Dr., Edwards AFB, CA 93520	915-555-7899	mrawlings@email.oov	2.5

The Ultimate Job Search
Master Application

Personal Information			
Date:			
Are you a Citizen of the U.S.? <input type="checkbox"/> YES <input type="checkbox"/> NO	If no, are you legally allowed to work in the U.S.? <input type="checkbox"/> YES <input type="checkbox"/> NO	Social Security Number:	
Name (Last, First, Middle):			
Present address (number and street, city, state, ZIP code):			
Permanent address (number and street, city, state, ZIP code):			
Telephone numbers:			
Have you ever been convicted of a crime? <input type="checkbox"/> YES <input type="checkbox"/> NO	If yes, explain:		
Do you have a driver's license? <input type="checkbox"/> YES <input type="checkbox"/> NO	If yes, what type? <input type="checkbox"/> Operator <input type="checkbox"/> Commercial <input type="checkbox"/> Chauffer		
Employment Desired			
Position:	Date you can start:	Desired salary:	
Are you employed now? <input type="checkbox"/> YES <input type="checkbox"/> NO	If yes, may we contact your present employer? <input type="checkbox"/> YES <input type="checkbox"/> NO		
Ever applied to this company before? <input type="checkbox"/> YES <input type="checkbox"/> NO	Where?	When?	
Do you want to work: <input type="checkbox"/> FULL-TIME <input type="checkbox"/> PART-TIME			
Education			
Type of School	Name and Location of School	Did You Graduate?	Subjects Studied - Degree(s) Given
Elementary/Middle School		<input type="checkbox"/> Yes <input type="checkbox"/> No	
High School		<input type="checkbox"/> Yes <input type="checkbox"/> No	
College		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Trade/Business School		<input type="checkbox"/> Yes <input type="checkbox"/> No	
Special Studies, Research, Foreign Language or other Skills:			

Salary History

Some employers ask for a salary history from prospective employees. A salary history is a list of your current and previous salary amounts. It is different from a salary requirement.

Salary history = written record of your current and past annual salary ranges for each employer you list on a resume.

Salary requirement = the minimum annual salary range you will accept from an employer.

Submitting a salary history puts the job seeker in a curious position. On one hand, is it truly an employer's business to know what you have previously made? On the other hand, you do not want to outright refuse to do so, as it may immediately kick you out of the running for the job.

Many employers insist they ask for salary history to determine if the salary they want to pay is in the range of what you have made before. Job seekers feel as if it's invasive and may be used to keep them in a lower-salary range or deter an employer if the job seeker has previously earned a higher income.

Bottom line #1: Do not offer a salary history unless it is requested.

Bottom line #2: If a salary history is requested you must choose whether or not to comply. If you do not, it may be used to screen you out as an applicant. If your cover letter and resume are top-notch, an employer may not hold it against you for not complying.

See a Salary History Sample on the next page:

Sample Salary History

Jacob Jenkins
123 Treefront Street
Des Moines, Iowa 12345
(123) 456-7899
jjenkins@email.xyz

SALARY HISTORY

United States Air Force

123 Alameda Avenue
Lowry Air Force Base, Colorado 12345

20XX-20XX

Position Range - \$32,500 - \$35,000/annum/plus excellent benefits

Balvin Corporation

123 Westcliff Street
Council Bluffs, Iowa 12345

20XX-20XX

Position Range - \$30,000 - \$31,000/annum/plus health & vacation benefits

Computer Resources Inc.

1234 Jenson Avenue
Council Bluffs, Iowa 12345

20XX-20XX

\$28,000 per annum/no benefits

Company Research Worksheet

Company Name:

Other information (web address, phone number, address, etc):

List the things you researched about the position or company, such as salary, duties, location, company size, etc.

127

Make a list of questions you want to research before approaching the company, such as hiring authority, current projects, growth potential, etc.

What are some things you learned about this company that make it a place that you want to work?

Sample Calendar

MONTH: <u>March</u>						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 -Read business section in paper -Ride bike	2 Go on-line to research graphic design companies	3 -Work on resume -Ask Jen to proof-read -Dentist @ 2	4 -Check new want Ads in newspaper -Send 3 resumes and cover letters	5 Workforce Center @ 9:15 to start WJS - job search workshop	6 -Call Jeff from last job (job lead) -Follow-up with Sue's sister about hiring at her job	7 Zoo with family and friends
8	9	10	11	12	13	14

Sample Resume for Federal Employment

Mary L. Jenkins

123 Pearl Street

Rockville, New Jersey 12345

Email: mljenkins@email.com

Telephone: Daytime (111) 222-3333 / Evenings (444) 555-6666

Professional Objective

- Equal Employment Specialist, GS-260-12, DD0028

Summary

- Over 15 years of professional experience with the public.
- Personable and persuasive in communicating creatively with thousands of customers from all cultures and economic levels.
- Proven skill in persevering to solve customers problems.
- Self-motivated and confident in making independent decisions.
- Very well organized and able to meet deadlines.

Personal Information

Country of Citizenship: United States of America

Social Security Number: 123-45-6789

Veteran Status: 10 point veteran (see attached documentation)

Reinstatement Status: Not eligible

Civil Service Status: No prior civil service appointment

Work Experience

Equal Employment Opportunity (EEO) Counselor, October 20xx to present

United States Air Force

123 Alameda Avenue

Buckley Air Force Base, Colorado 12345

\$48,000 per annum/plus excellent benefits/40 hours per week

Supervisor: Doug Ridenour (999)989-9898

- Assisted employers with equal employment opportunity (EEO) complaints, questions and inquiries.
- Supervised a staff of five. Coordinated work schedules, organized work flow, trained new personnel, and served as office manager.
- Oriented new employees in personnel procedures and EEO guidelines.
- Instructed military training regarding EEO procedures and activities.
- Counseled military members in their rights and responsibilities concerning on-the-job problems and issues.
- Organized administrative processing of EEO claims, increased the productivity of the EEO section by 45 percent.

Mary L. Jenkins
page 2

Personnel Director, March 20xx to September 20xx

Balvin Corporation

123 Westcliff Street

Council Bluffs, Iowa 12345

\$38,000 per annum/40 hours per week

Supervisor: Michelle Owens (123) 456-7890 (contact encouraged)

- Resolved wide range of customer problems, applying diplomacy and assertiveness to: personnel actions, salary and payment problems, management decisions, and culture/communication barriers.
- Organized the logistics for speaking engagements and investor seminars: location, catering, seating, brochures, speakers, travel.
- Maintained extensive financial records regarding individual and corporate clients.
- Supervised the personnel office operations. Reviewed personnel files, updated training records, recorded personnel actions and supervised the hiring/firing process.

Personnel Director, January 20xx to February 20xx

ABC Corporation

1234 Jenson Avenue

Newton, South Carolina 14321

\$30,500 per annum/40 hours per week

Supervisor: Jerry McMond (333) 567-8900 (contact encouraged)

- Supervised 20 personnel clerks in the performance of their duties.
- Developed and administered a new filing system.
- Monitored the office budget and initiated all work orders and purchase requisitions.

Education

M.A., Public Relations - University of Maryland, Collegetown, 12345, 20xx

B.A., Humanities - University of Maryland, Collegetown, 12345, 20xx

A.A.S., Personal Management - Maryland Community College, Casey, 33543, 20xx

High School Diploma - Bellview High School, Bellview, Maryland, 45565, 20xx

• Additional course work in psychology and business management.

Elected to Phi Delta Kappa academic honor society. Graduated Magna Cum Laude.

Mary L. Jenkins
page 3

Training

Legalities of EEO, 20xx
EEO Grievance Process Training, 20xx
Total Quality Management Techniques, 20xx
Managing Diversity, 20xx
Personnel management for Business Management, 20xx

Additional Skills

Fluent in Spanish, French and English
Proficient in Macintosh and PC systems
Efficient in the use of MS Word, Excel and Photoshop
Excellent keyboarding abilities

Memberships

Member of the Air Force Reserve
Member of the Rockville Chamber of Commerce
Elected treasurer of local Civic Association 3-year term
Voted to Board of Directors for Rockville Methodist Church 1-year term
President of PTA 2-years consecutively

Certificate/Licenses

Certificate of Qualification for EEO Operations, 20xx

Honors, Awards and Special Accomplishments

Air Force Achievement Medal, 20xx
Published Management Technique in Personnel Today Magazine, 20xx
Letter of Appreciation for Outstanding Performance, 20xx

Sample Cover Letter #2

Nabil T. Rama
123 Williams Lane
Chicago, IL 12345
(555) 111-1111

October 15, 20XX

Mr. R. L. Montrose, Department Manager
Glick, Schilling & Martin Co.
1234 E. Drawbridge Road
New York, NY 12345

Dear Mr. Montrose;

In response to your ad for a translator in the Chicago TRIBUNE dated October 14, I am enclosing my resume for your consideration.

Glick, Schilling & Martin has a very positive reputation in the global community and I believe my expertise would be a worthy addition. I was particularly attracted to this position because of my interest in international affairs, and the opportunity to use my language skills. This seems a perfect opportunity to combine my twenty-year career in the military with the possibility of an exciting career with your company.

I have an excellent command of both the Arabic and English languages, written and spoken, as well as international exposure through my career travels and self-education. I believe we could be of mutual benefit to one another.

As we agreed in our initial conversation, I will call you Thursday to follow-up. In the meantime, you may call me at (555) 123-1234 if you have additional questions before then. Thank you for your time and consideration.

Sincerely,

Nabil T. Rama
Nabil T. Rama

Enclosure

Sample Cover Letter #3

(Follow-up to Personal Contact. Could also be used to follow-up after meeting at a job fair.)

Allie Martinez-Rios

123 Foothill Lane
Berkeley, CA 12345
(555) 111-1111

September 15, 20XX

Mr. Dwight Smith
Chief Executive Officer
Genentech, Inc.
1234 Point San Bruno Blvd.
South San Francisco, CA 12345-1234

Dear Mr. Smith:

It was a pleasure to attend the Genentech Shareholders Meeting last week.

After the meeting, I introduced myself to you and expressed my excitement following the company as a shareholder and my desire to work directly for Genentech.

During the question period, I asked if the company had any plans for advancing the treatment of breast cancer. The treatment of this disease and others by the activation and restoration of the immune system with the immunoregulatory drugs created at Genentech is of particular interest to me as it is my field of research study.

I would be thrilled with the opportunity to contribute to the work your company is doing in this exciting and vital area.

Enclosed is my resume, which you kindly requested. Thank you very much for your interest, and I look forward to hearing from you soon.

Sincerely,

Allie Martinez-Rios

Allie Martinez-Rios



Contact Network Sheet

Personal Contact
(friend, relative, associate, etc.)

Companies or contact persons I have been referred to and actions taken

Sample Letter of Explanation

Date

Name

Employer Name

Dear (Prospective Employer):

Please accept this letter of explanation regarding the lack of information on the Employment Application about my felony conviction(s) of _____ that occurred on _____. I certainly do not want to mislead you nor lie to you by not providing more detailed information on the application; however, due to the confidentiality of this information and the embarrassment I feel over my past mistake(s), I very much want the opportunity to explain this to you in person.

136

I'm sure you have reservations considering hiring an ex-felon, and rightfully so. If the positions were reversed I would probably feel the same way. I can only hope to try to explain the specifics, my true regret for what I have done in the past, why that will never happen again in the future, and now that I have the opportunity to turn my life around, why I will be an outstanding employee. To back that up, the U.S. Labor Department is willing, at no cost to you, to post a \$5,000 Fidelity Bond with you on my behalf. Additionally, the I.R.S. offers a one-time \$2400 tax credit to employers who hire ex-felons.

Whatever your decision, I thank you for your time and consideration.

Respectfully,

Joe James

Joe James

(from HireVetsFirst.dol.gov)

10 Reasons to Hire Vets

1. Accelerated learning curve.

Veterans have the proven ability to learn new skills and concepts. In addition, they can enter your workforce with identifiable and transferable skills, proven in real-world situations. This background can enhance your organization's productivity.

2. Leadership.

The military trains people to lead by example as well as through direction, delegation, motivation, and inspiration. Veterans understand the practical ways to manage behaviors for results, even in the most trying circumstances. They also know the dynamics of leadership as part of both hierarchical and peer structures.

3. Teamwork.

Veterans understand how genuine teamwork grows out of a responsibility to one's colleagues. Military duties involve a blend of individual and group productivity. They also necessitate a perception of how groups of all sizes relate to each other and an overarching objective.

4. Diversity and inclusion in action.

Veterans have learned to work side by side with individuals regardless of diverse race, gender, geographic origin, ethnic background, religion, and economic status as well as mental, physical, and attitudinal capabilities. They have the sensitivity to cooperate with many different types of individuals.

5. Efficient performance under pressure.

Veterans understand the rigors of tight schedules and limited resources. They have developed the capacity to know how to accomplish priorities on time, in spite of tremendous stress. They know the critical importance of staying with a task until it is done right.

6. Respect for procedures.

Veterans have gained a unique perspective on the value of accountability. They can grasp their place within an organizational framework, becoming responsible for subordinates' actions to higher supervisory levels. They know how policies and procedures enable an organization to exist.

7. Technology and globalization.

Because of their experiences in the service, veterans are usually aware of international and technical trends pertinent to business and industry. They can bring the kind of global outlook and technological savvy that all enterprises of any size need to succeed.

8. Integrity.

Veterans know what it means to do "an honest day's work." Prospective employers can take advantage of a track record of integrity, often including security clearances. This integrity translates into qualities of sincerity and trustworthiness.

9. Conscious of health and safety standards.

Thanks to extensive training, veterans are aware of health and safety protocols both for themselves and the welfare of others. Individually, they represent a drug-free workforce that is cognizant of maintaining personal health and fitness. On a company level, their awareness and conscientiousness translate into protection of employees, property, and materials.

10. Triumph over adversity.

In addition to dealing positively with the typical issues of personal maturity, veterans have frequently triumphed over great adversity. They likely have proven their mettle in mission critical situations demanding endurance, stamina, and flexibility. They may have overcome personal disabilities through strength and determination.