

Successful

Job Hunting



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BASIC PRINCIPLES

No matter whether you are a corporate CEO, a mail room clerk, a professional salesperson, or involved in any career pursuit in between, there are basic principles which apply to everyone who is experiencing career transition and looking for employment.

The first thing to understand about the job hunting process is that it is identical in all respects to a *sales campaign*. As you work to advertise your availability to prospective employers, you are selling a product, and the product is YOU.

And the one inviolate truth in selling a product, no matter whether it is a lawn mower or You, is that there is a *direct connection* between the *number* of people who are told about the product being for sale, and the number of offers to buy that will be received. Ask any successful salesperson: If one salesperson calls on 10 prospective buyers and a second salesperson calls on 100 prospective buyers, which will have the highest number of sales? If all other factors are equal, the salesperson who called on the most prospective buyers will close more deals.

Therefore, a successful personal sales campaign begins with a plan to use every possible resource to maximize the number of people and employers who will be told of your availability for employment. This means you must familiarize yourself with all the marketing resources that are compatible with your career field and the context of your search. A list of resources which you should consider using when you are advertising your availability to the world of work is presented later in this booklet.

The second most important thing to understand about job hunting is that you must be *selling* what the market is *buying*. If an employer is seeking a 75-words-per-minute typist who knows the Microsoft Word application, it is a waste of time for a non-typist who is computer illiterate to apply for the position. Perhaps that was an oversimplification, but the point is this: you have a far higher chance of winning a job interview if you are presenting a skill set that the employer values and is seeking. This seems so obvious, but tens of thousands of job applicants miss the boat each year because they did not understand what the employer wanted. They wasted paper and postage sending their résumés to employers who had no use for their skill set, or perhaps had the proper skill set but failed to present it in a way that would be recognized by the employer.

This means you should (1) familiarize yourself with the career fields associated with the industry in which you want to work, (2) take stock of the talents and experience that make you of value to an employer, and (3) make sure your personal marketing documents, your résumé(s) and cover letter(s), are presenting you in terms that are valued by prospective employers. This is particularly crucial for persons entering the work force from the military, or just graduating from high school or college, or those who are taking separation packages from longtime employers and are now entering a totally new career field or industry. In the absence of defining information about previous employment, or in the case of a displaced worker whose past employment is markedly different from the new career objective, special care must be taken to help the prospective employer visualize the applicant's skill set and the *value* brought to the table.

The third most important thing to understand about job hunting is how to identify those employers who are most likely to be hiring

TODAY. It is impossible to advertise yourself to every employer in the world of work. The key to conducting a job hunt that produces the most job interviews in the shortest period of time, at the lowest overall cost and with the least amount of rejection, is to conduct definitive research of the market place and to focus your personal advertising efforts toward those prospective employers who are manifesting growth and change—that's where most of the quality hiring is occurring. This approach is a focused targeting of the so-called *hidden job market*. You are looking for change as well as growth because even negative change frequently generates hiring.

While many of today's large-scale corporate downsizings are eliminating hundreds of thousands of jobs across the country, new ones are simultaneously being created. The best approach for identifying these hiring moments is through definitive research of business news reporting.

Let me repeat that: It is *business news* that offers the best clue as where your résumé will most likely find success. But how to research this news? There are many new electronic and CD-ROM-based resources that make the formerly laborious task of searching through business periodicals as easy as dialing up a database on a computer terminal at your local library. Later in this booklet there is a discussion of some easy-to-use resources for uncovering where the hiring is going on.

Once you are successful in discovering who's doing the hiring, the next step is to follow up on that information by getting your résumé and cover letter into the hands of the hiring authorities, then you may be sure that invitations to personal interviews will follow. Remember, the greater the number of employers you contact, the greater the odds of winning job interviews. But don't lose sight of the fact that it is the *quality* of those numbers this is the more important, and that was the purpose of

researching business news in the first place. Next, the all-important second phase of the job hunt begins: Interviewing.

It is the job interview that will make or break you, and the biggest mistake that most job seekers make is failing to *prepare* and *practice* for the interview. Incredibly, after having passed the most numerically-competitive phase of the job hunting process, many job candidates now decide to just “wing it,” figuring they can dance through the interview on the strength of their credentials or force of personality. Few tales are sadder than the ones told by job applicants who blew their shot at a great job simply because they were caught flatfooted during an interview. See the section on job interviewing in this booklet for perspectives on developing the successful interviewing strategies that win job offers.

PERSONAL MARKETING METHODS

Remember, the principal goal of your job hunting campaign is to continually increase the overall number of people/employers who know of your availability for employment. Use every resource at your disposal and don't let a single day go by during your job search without increasing that population. Here are at least 8 ways of advertising your availability:

- (1) Contacting potential employers directly by sending them your résumé and cover letter;
- (2) Personal networking among friends, family and peers.
- (3) Calling the automated telephone job lines used by companies and organizations to advertise internal job vacancies;
- (4) Engaging the services of recruiters or employment agencies;
- (5) Posting your résumé to various job sites on the Internet's World Wide Web, and/or scanning job vacancy listings on the Web;
- (6) Answering employment ads in the local newspaper, trade publications and other printed media;
- (7) Using the free employment services of your state's "unemployment office" (check your telephone book for listing)
- (8) Attending commercially-sponsored "career fairs" or "job fairs," and college campus "Career Day" events.

Don't get caught up in the controversies over which of these methods is better, or the more likely to produce quality job interviews. Use *all* of them as appropriate to your career goals.

Job line numbers for local employers are frequently listed with employers' Yellow Page display ads. Many employers place their job vacancies on their company job lines first in hopes of finding a suitable employee before having to spend money on expensive newspaper or other print media advertising. Job lines are used principally by larger and medium-size regional employers. So, if your career focus is to work for a large or relatively large employer, definitely make an effort to determine if the employer is using an automated job line. A telephone call to the company's Human Resource office is usually sufficient.

If you are looking for employment in the state of Florida, the author's job hunting manuals for the principal economic communities of Florida provide not only job lines of the more notable employees, but also present extensive databases of the prominent employers in each economic community, complete with each employer's SIC industry code, number of employees, telephone numbers and mailing address.

Employment agencies for both temporary and permanent placement can be found in the telephone Yellow Pages under "Employment Agencies," or "Employment Placement Services" or "Employee Leasing Services."

An excellent source for identifying recruiters is the *Directory of Executive Recruiters* published by Kennedy Publications (Library of Congress Catalog No. 73-642226.)

PERSONAL MARKETING DOCUMENTS

The foundation of any successful career transition or job hunt is found in your personal marketing documents. I'm talking about your résumé(s) and cover letter(s). Like it or not, initial employment screening has defaulted to a review of the résumés and cover letters of job applicants to determine if a particular applicant has the appropriate background and credentials to warrant the time and expense of a personal interview. If you are not selected for an interview during this initial screening, then for all practical purposes you are no longer a player.

The initial screening of applicants' personal marketing documents is a particularly vulnerable moment for every candidate. In most cases, a total stranger, who is time-pressed, is doing the scanning. And the volume of résumés to be reviewed grows with every passing year. Each résumé is given a quick look of about 10 to 20 seconds, seldom more. The reason so little time is spent on this first scan is because no attempt is being made to read the résumé in its entirety or make a final decision about an applicant's eligibility. The goal of the reviewer at this point in the hiring process is simply to reduce the overall number of applicants to a more manageable number by quickly identifying the strongest candidates—those who appear on first glance to have the specific skill set, education, experience and employment background compatible with the vacant job position.

As the reviewer moves quickly through the stack of résumés and cover letters, the single stack becomes three stacks, a 'Yes', a 'No' and a 'Maybe' stack. Once all of the applicants' personal marketing documents have been given the brief 10-20 second scan, the next event is universal: the reviewer picks up the 'Yes' stack to continue the search for the first applicants who will be granted personal job interviews. The

brutal reality here is this: if your résumé did not make the ‘Yes’ stack on the first pass, the odds of your getting the job are practically zero. A few of those in the ‘Yes’ stack will win job interviews, and one of them will be offered the job.

Thus, the greatest challenge for any résumé and cover letter is to beat the 10-20 second clock, and in that brief flicker of time, convince the hiring authority that the applicant has the qualifications to be considered further for the job opening. If your résumé carries you past this first hurdle in the hiring process, then it has done its job.

I strongly recommend that every person in career transition or actively seeking quality employment hire a professional to create their personal marketing documents. Since I make a living as a career transition coach and professional writer of résumés and cover letters, I’m sure you would expect me to say that. But I can assure you, the small amount of money spent in having your personal marketing documents created by a professional will be more than repaid by the increased response in the granting of job interviews, not to mention the pleasure of beating out those who were competing against you. What is the measure of a lost interview for a great job with a great company? And if you’re seeking work while unemployed, what is the cost of one week of lost pay because you didn’t get an interview this week? The money spent having a professional create your personal marketing documents is an *investment* in yourself, and will reap rewards for many years to come.

But whether you opt to hire a professional, or do it yourself, you must take the perspective of the employer when presenting your credentials for employment. You must know what the employer is looking for, and present it in an easy-to-read, creative manner that is distinctive among the population of those against who you are competing. And you must beat the clock!

WHO'S HIRING?

Once you have a firm understanding of what makes you valuable to an employer, the next step is to canvass the economic community in which you want to work for those employers who value and are known to hire persons with your particular skill set. It is a waste of time and effort to advertise yourself to employers who do not have activities that require your abilities and expertise; it is equally wasteful to seek employment among employers who are not likely to be hiring currently.

The limitation of this booklet's size makes it impossible to take into consideration all of the many variables of careers and industries, plus most of us have individual preferences when it comes to selecting a particular company or industry for employment. Some prefer to work only for large companies with thousands of employees, believing they provide greater job security and better benefits. Others, because of the nature of their work, will find themselves working for companies with only a dozen or so employees.

Some occupations like accountant, data entry operator, secretary, purchasing agent, office manager and customer service representative are in demand by virtually all types of businesses, while others like injection molding engineer, AutoCad operator, lab technician, offset pressman and aircraft pilot are valued only by very specific industries.

Standard Industrial Classification Code Numbers

For those in specialized career fields, as well as for those who simply prefer certain industry employers over others, the best way to identify the prospective employers of a specific industry in your economic community is to use the U.S. Department of Labor's NAICS Manual to

locate the Standard Industrial Classification (SIC) code numbers for the industries you prefer. This manual is found in the Reference Department of your local public, college and university libraries, or you may purchase it from the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 for \$28.50.

Briefly, the U.S. Department of Labor has divided the entire world of work into 10 major categories, and each area of economic activity within a major category has been assigned a primary 4-digit code number called its Standard Industrial Classification. Additional digits further refine the industry's activity, but in practical terms for job hunting purposes, usually the initial 4-digit number will be sufficient. Here are the 10 major categories: Agriculture, Forestry & Fishing, Construction, Finance/Insurance/Real Estate, Manufacturing, Public Administration, Mining, Retail Trade, Services, Wholesale Trade, Transportation/Communications/Electric/Gas/Sanitary Services. No matter what your career field or what kind of work you want to do, it will be found in one of these industrial categories.

Dun & Bradstreet's *Microcosm*

Once you have a list of the SIC code numbers for your preferred industries, there are a number of reference resources which you can enter. One of the best is Dun & Bradstreet's *Microcosm*, a microfiche file that will not only identify the local employers of a particular industry, but will also give you a quick thumbnail sketch of each company including address, zip code, telephone, contact person, number of employees locally and annual dollar volume of business. *Microcosm* may be found in the Reference Department of public, college and university libraries.

Microcosm is helpful in other ways. If you read an article in a newspaper or magazine about a company, you can enter *Microcosm* alphabetically and retrieve focused information plus the company's SIC code number, and then reenter *Microcosm* with that SIC code number to

uncover all of the *competitors* of the company about which you have just read. This is a powerful way to build a contact database for your personal advertising campaign.

Reference USA (formerly The American Business Disc)

This is yet another easy-to-use resource for quickly identifying selected employers within the economic community or area in which you wish to work. With *Reference USA*, found in public libraries and college or university reference departments on their computer terminals, you can tailor a search to your specific requirements. For instance, if you are a graduate of the University of Florida with a degree in horticulture and want to work for a commercial landscaping company in the 4-county Jacksonville MSA, you simply enter that industry and geographical data and with the push of a button, *Reference USA* will provide you with full contact information of all potential employers. You can further refine the search and specify that you want to work only for commercial landscaping companies with a minimum of 50 employees and doing at least \$2.0 million annually in sales revenues. Presto! Right there on the screen are the prospective employers that meet your requirements.

Who's Hiring: Step Two:

In the previous paragraphs, you've been working to gather names of companies that by the nature of their industry would hire your particular skill set. Now comes the most important part: identifying which of these selected employers are most likely to be in a hiring mode TODAY.

Earlier, we used the example of a horticulture graduate looking for work with a commercial landscaper. That particular job search is so narrow that the total number of prospective employers will be small enough that the job hunter can afford to contact all of them. However, for someone like an accountant, a secretary or a human resource worker, there could be hundreds, if not thousands of potential employers in the 4-

county Jacksonville MSA. It simply isn't practical to advertise oneself to all of them. We need to somehow identify those who, for any one of a number of reasons, are likely to be currently hiring. We do this through a search of business news.

Think about it: isn't the creation of new jobs a product of some kind of business event like a new company moving to town, or a local company expanding and opening/building new facilities, or coming out with a new product? Even business events that on first glance seem negative, such as a major downsizing or the restructuring that typically follows a merger of companies, frequently are generating new jobs while old ones are being eliminated.

Business NewsBank Plus

Make no mistake: hiring of new employees is directly related to business news events. So, a savvy job hunter will make it a point to closely review all business news reporting in the economic community or geographical area in which work is sought. Most communities of any size have a local newspaper-style tabloid devoted exclusively to reporting business news events. For those seeking employment in the state of Florida, I recommend that *Florida Trend Magazine* be included in your research, especially the feature of each issue that reports on significant business events throughout the state, region-by-region.

Keep in mind that over ninety-percent of all business events are not reported in local newspapers, especially the larger industry trends and those events related to businesses not located in the area of general subscription coverage. The best of business news is to be found in the hundreds of industry, trade and professional publications which are not accessible to most of us. Even if we had access, it would be maddening to try to read through so many publications in search of information related to our own job search. Technology to the rescue! An excellent

resource for scientifically and efficiently surveying business news is *Business NewsBank Plus*, a CD-ROM-based information database subscribed to by many public, college and university libraries.

Business Newsbank Plus scans over 600 industry, trade and professional publications, then indexes and cross-indexes them so they can be accessed from any one of a number of search directions. You may specify a particular company by name, or an industry, and with the push of a button any news articles that have been written about your selection will appear in full text on the screen. Depending upon the library's contract with *Business NewsBank Plus*, the articles may go back in time for as much as ten years. There is also a search feature called *Job Search Assistant*, which will search for article relating specifically to your own personal job search. You will be asked to name your career field, the industry in which you wish to work, and the geographical area. Instantly on the screen will appear any business news relating to your criteria.

Targeted Job Hunting

Now that you have identified all of the potential employers and those most likely to be hiring, you have the targeted database that will focus your job hunting efforts in that sector of the world of work where you have the greatest likelihood of meeting with success. More importantly, you are in control of your destiny and no longer a victim of whimsical newspaper ads or casual networking.

This is not to say that you shouldn't be aware of job listings in the newspaper, or consider rumors from friends about job openings at their companies, or that you shouldn't canvass the Internet, call recruiters and employment agencies and all the other methods at your disposal. But a focused search as I have described in the preceding pages, in which you are contacting each of the targeted prospective employers

with a quality résumé and cover letter, is the foundation of a serious search for quality employment and will definitely produce results.

Metaphor of the Day

“The commander must spare no cost in finding the right person and in acquiring reliable intelligence.”

—Sun Tzu, *The Art of War*

Translation

To have any reasonable expectation of success, the person in career transition must spare no effort in networking with reliable, well-connected persons, and become fully informed of current employment demands in the world of work.

ONLINE JOB SEARCHING

It's almost impossible to get through a day without hearing some comment about the Internet and the World Wide Web. It's also a real challenge to cut through all the hype and get down to the realities of using the Internet in a practical way to find a job. A frequent comment that I hear from my clients is that they found the Internet simply "overwhelming," and frequently got sidetracked, wasting many hours of time with little to show in the way of hard leads for quality jobs.

There are literally thousands of corporate web sites and job boards offering job vacancy listings and *millions* of individuals have posted their résumés to the Internet today. It is a highly competitive environment, and job hunters would be wise to spend some time familiarizing themselves with this relatively new electronic job hunting environment. An interesting development is the use of Web "crawlers" to scan large numbers of job boards with a single click. Typically, a Web crawler's home page will ask you to fill in blanks stating your geographical preference, your industry of choice, and indicate what is your career field. With this basic information, the crawler now "crawls" through the Internet checking selected job boards for job vacancy postings that match your basic criteria. The results of the search list the vacancies and also the job boards where the vacancies can be found. Usually, either the job listing itself or the job board is presented as a link, and you have only to click on it to be transported to the job vacancy listing.

If you want to try out one of the Web crawlers, go to www.careerflorida.com, click on "Resources" in the navigation bar on the Home Page and when you arrive at the Resources Page, you will see a large archery target which, when you click on it, will take you to a crawler.

One overall strategy that I recommend is that you at least begin your Internet job searching by first checking out the job vacancy listings on those web sites in which an employer must pay a fee to list their job openings. You can appreciate, I'm sure, that this provides some measure of quality to the listings. Headhunters.com, for instance, does not accept commercial advertising and charges employers \$108 for their company profile and \$45 for a 25-word job description to run for 90 days. Employers pay Monster.com \$225 per job listing for a 60-day posting. Jobtrak.com links almost 800 colleges and university career centers nationwide and charges an employer \$18 to post with one school, \$90 for five to seven schools, and \$395 for the entire database.

Here are a few more of the web sites which charge employers a fee to list their job vacancies:

www.career.com

www.careerbuildernetwork.com

www.careercity.com

www.careermart.com

www.careermosaic.com

And finally, to round out your initial online search, here are some selected sites that are reliable and offer job listings and/or other helpful job hunting resource links:

America's Job Bank

www.ajb.dni.us

American Federal Jobs Digest
www.jobsfed.com/

Career Florida
www.careerflorida.com

Career Magazine
www.careermag.com

FloridaCareerLINK
www.floridacareerlink.com

Chronicle of Higher Education
<http://chronicle.merit.edu/.ads/.links.html>

State of Florida Government Jobs
<http://jobsdirect.state.fl.us>

My Florida Jobs
<https://www.myfloridajobs.com>
(be sure to put the “s” in the https)

Workforce Florida
www.floridajobs.org

For the techies and information technology professionals among us, and they are becoming legion, here are some interesting web sites for employment leads:

www.brainbuzz.com
www.dice.com
www.computerjobs.com
www.techies.com

If I've somehow missed you and your career field in all of the foregoing lists of Web sites, then try this YAHOO directory which presents an abundance of job-site listings:

[http://dir.yahoo.com/business_and_economy/employment_and_work/
jobs](http://dir.yahoo.com/business_and_economy/employment_and_work/jobs)

The Internet, when viewed as a general resource, serves job seekers exceptionally well as a multi-faceted source of business information and career guidance. Some of the best web sites in that category are:

Career Assistance

www.careeradvisor.com
www.careerbuildernetwork.com
www.careers.yahoo.com/
www.dbm.com/jobguide/
www.careers.wsj.com/

Company Research

www.companiesonline.com
www.corporateinformation.com
www.prnewswire.com

Job Market Information

www.jobvault.com
www.newwork.com
www.fastcompany.com

To wrap-up this brief survey of job hunting resources on the Internet, I thought it would be interesting to take a look at a recent survey taken by the firm of Hunt-Scanlon Advisors:

**Online Job Search Firms Most Frequently
Used by Company Recruiters**

- Monster.com 59 percent
- CareerMoasic 39 percent
- Headhunter.net 26 percent
- America's Job Bank 26 percent
- JOBTRAK 24 percent

**Online Job Search Firms Most Frequently
Used by Executive Search Firms**

- Headhunter.net 44 percent
- Monster.com 32 percent
- Exec-U-Net 28 percent
- CareerMosaic 26 percent
- Recruiters Online Net 21 percent

Follow your genius closely enough, and it will not fail to show you a fresh prospect every hour.”

—Henry David Thoreau

INTERVIEWING STRATEGIES

As mentioned at the beginning of this booklet, the two biggest mistakes that so many job seekers make when it comes to job interviewing is that they fail to inform themselves about the company they are approaching for employment, and they fail to practice interviewing. At a minimum, job seekers should research a company to familiarize themselves with its products and/or services, who its competitors are, whether it is the parent company or subsidiary of another company, and what the company's goals are for the immediate future. This information is available in great quantity on the Internet and at your local library. Personally, I think one of the most savvy things you can do in preparation for a job interview is to read the president's message to stockholders in the company's last annual report. (Assuming, of course, that it's a public-held company)

Some recommended web sites for doing company research are:

Companies Online
www.companiesonline.com

Corporate Information Page
www.corporateinformation.com

Dun & Bradstreet
www.dnb.com

Hoovers Online
www.hoovers.com

Thomas Register
www.thomasregister.com

Wall Street Journal Background Reports
www.careers@wsj.com

And there's no substitute for practicing the interviewing process. Doing your homework on a prospective employer and practicing the interview are what makes it possible to tackle a job interview with confidence and a minimum of those stomach "butterflies." Find a friend or business peer, NOT your wife, husband, daughter or son (or in-laws!) to feed questions to you. Conduct the interviewing practice in the evening or on a weekend in a business office setting, if possible, and make the interview as realistic as possible. Filming it all with a video camera can be helpful in eliminating distracting body language and identifying weak spots in your presentation.

Prepare a 90-second thumbnail presentation of your value to an employer. Use this presentation to answer the interviewer's invitation to "tell me about yourself." This 90-second capsule is also handy for telephone interviews, which are becoming increasingly more common as an employment screening device.

And be prepared to ask questions during the interview. In fact, you are *expected* to ask questions. The Northeast Human Resources Association, a nonprofit educational organization for the human resource professionals who do job interviewing and hiring, compiled a list of important questions which they think all job applicants should ask:

- (1) May I have a copy of the job description?
- (2) Do you have a performance appraisal system?
- (3) Whom will I be working with?
- (4) What are my chances for advancement?
- (5) Do you offer training?
- (6) Where is the organization going?

You would not necessarily phrase the questions exactly as presented here, but you get the idea. Remember, joining a company is much like getting married; there are rights and responsibilities for both sides, and it is important that you understand what will be expected of you, and what the company has agreed to do in return.

The Value of a Smile

But it may be argued that the most important interviewing tool is not information about the company or carefully prepared questions and answers, but simply a *smile*. Research in human nature reveals that most of us take an inclination to like or dislike someone within the first 5 to 8 seconds of meeting. Seasoned Human Resource managers will tell you that the most qualified person is not always the one who gets the job offer. Much of job interviewing is a study in the dynamics of human personality. It's as much *how* you said it, as *what* you said. You are being sized up for your compatibility with your future coworkers as much as evaluated for your expertise. There's nothing like a sense of humor, and a relaxed manner accompanied by a sincere smile to carry the day. Taking the time to read Dale Carnegie's book, *How to Win Friends and Influence People*, would be a good start.

Salary Negotiation

A job interview is not complete without at least a preliminary discussion of the salary or income to be expected. This can be a difficult subject to tackle for many job seekers. One thing for sure, you are at a considerable disadvantage if you are not informed of current income levels for your career field. Each year, hundreds of wage surveys are conducted by PR firms, job web sites and various trade/industry associations. One of the best places to start gathering wage data is the U.S. Department of Labor's Occupational Outlook Handbook, found in the Reference Department of most libraries, and can also be accessed free

of charge on the Internet at: <http://www.bls.gov/ocohome.htm>. The Occupational Outlook Handbook presents earnings information for 250 different occupations as well as valuable insights into work environment, employment projections, training and educational requirements.

Other salary/income resources on the Internet are:

[Wageweb.com](#): Salary information for 160 positions in career fields like Engineering, Information Management, Healthcare, Sales/marketing. Presents national maximum and minimum averages.

[Wetfeet.com/salary/home.asp](#): An interesting site that has a “chat room” so you can talk with other people in your industry; also has facts, figures and career overviews.

[Jobstar.org](#): Over 300 national salary surveys, plus benefits information and articles on how to negotiate a good salary.

[Homefair.com](#): This site offers a salary calculator, and compares your income with other cities both in the U.S. and worldwide.

Successful Salary Negotiation Strategy

One of the hardest tasks in negotiating with a prospective employer is trying to figure out if your career priorities, your life-style and values are compatible with the company. That means there's more to negotiate than just salary and benefits; career track, work environment and the company's expectations of the position are in the mix as well. As if that were not enough to weigh, there's the fact that you're negotiating with future coworkers. It's important to remember that the negotiation process is not one of 'winning,' so much as finding a fit that is comfortable for both you and the employer. In your salary negotiation exchanges, work to create an arrangement that will work for at least the first year of

employment with an understanding that all agreements will be up for review at the first annual evaluation.

Finally, *always, always* follow-up your job interview with a Thank You note. Be gracious and express your appreciation for the time granted you to present your qualifications. And make sure you send a clear message that you will accept the position if it is offered.

I am convinced by both faith and experience, that to maintain one's self on this earth is not a hardship but a pastime, *if we will live simply and wisely...*"

—Henry David Thoreau

APPENDIX

Here are some selected research resources that are very helpful in career transitioning when prospecting for potential employers. Most of them may be found in your local public library or college/university libraries:

- Dun & Bradstreet's Million Dollar Directory: America's Leading Public & Private Companies (5 Volumes)
- Dun & Bradstreet's Directory of Service Companies
- Directories in Print (Gales Research Corp)
- Directory of Corporate Affiliations (Reed Reference)
- Directory of Leading Private Companies (Reed Reference)
- Guide to American Directories (B. Klein Publications)
- National Trade & Professional Associations of the U.S. (Columbia Books, Inc.)
- The Thomas Register of American Manufacturers (27 Volumes)
- Encyclopedia of Associations (Gale Research Corp)
- Occupational Outlook Handbook (U.S. Dept. of Labor)

Note: Some of the above resources are also available on-line on the Internet, but tend to be slow and less efficient if you are conducting a relatively large search.

NOTES

CareerFlorida.com

A full service career transition firm staffed by coaches and writers with either a Master's degree or a Ph.D, plus years of hands-on, practical experience in corporate recruiting, human resources, outplacement or career counseling. We serve clients across the country and around the world. We specialize in helping those seeking employment in the Sunshine State because our offices are located there, and because we have extensive knowledge of the state's job market.

Visit our Web site at www.careerflorida.com for a wealth of free information and helpful resources for making a successful career transition.

May We help?

If you would like a no-cost, no-obligation review of your current résumé, or if you are curious as to whether some of our career assistance services might be appropriate to your current career situation, please fax your résumé to (904) 733-0018, or if you wish, e-mail it to resume@careerflorida.com. Provide us with your name, a telephone number (be sure to include area code) and the best time for us to call you. We will respond within 24-hours. We give reviews by telephone only, not by e-mail or facsimile.