



YOUR SEARCH FOR EMPLOYMENT

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A. **Preparing for the Job Search**

From a variety of perspectives (psychological, motivational, etc.), one faced with job loss or elimination should treat finding a job as if it were a full-time job. That means spending nearly 40 hours per week on the effort, if not more. Below, are ideas to help you to organize your efforts. Before launching into contact with past and recent business contacts and associates, consider these preliminary steps, which will prepare you for the effort.

- 1. Treat the search like the major project it is.** Your overall objective is getting that next great job. Like any major project begin by planning the project and organizing the project elements, gathering resources, setting time lines and schedules of activities which will ensure the success of the project. Develop a clear professional objective which defines what kind of work you want to pursue. Write both a positive written and verbal summary of what you can do along with a listing of competencies you will be bringing to your next employer. (See section, below, on self-assessment.) You'll use the written summary in emails, cover letters and as an opener for your resume. The verbal summary, sometimes referred to as an "elevator speech," will be used when asked by a hiring manager, recruiter or someone in your network to "tell me about yourself."
- 2. Characterizing the reason for leaving your past job.** Thought should be given with regard to how you will describe your most recent departure. (The subject of how your former employer will characterize the reference is discussed below.) There are generally two ways that jobs end: through discharge and layoffs due to reductions in force ("RIF"). There is a further distinction between types of discharges: For performance or misconduct, discussed below. Most are familiar with the concept of at-will employment. Occasionally, employees are told they are being released as an exercise of at-will employment. However, since there is almost always a reason, it is not wise to claim that there was no reason, or worse, that the employee is clueless as to why the employer let the employee go.

There are a variety of terms used for the termination process, some of which carry emotional connotations to the layman whereas others are more benign. Don't be too concerned about the terminology used by your employer. While human resource professionals usually reserve the term "discharge" and "fired" for punitive separations, otherwise, they do not distinguish between the terms termination, separation, release. In other words, don't consider the employer's statement that you were terminated, separated or released as a loaded phrase. However, you should characterize the basis for your separation in the best possible terms.

- a. Reductions in Force (Layoffs)** Because reductions in force occur for reasons beyond the employee's control and can occur to any business, release due to an RIF is viewed as relatively innocuous by executives and HR representatives at hiring firms. If that is the reason for your unemployment, that should be stated in some manner in a cover letter or some other communication. However, it is often true that even a layoff weighs against an employee, since employers attempt to keep their most valuable personnel while re-trenching. Some companies go so far as to lay off those rated lowest on most recent performance evaluations. Other selections are less objective, but still endeavor to do more with fewer people, and as such strive to keep the best performers. Even when you can cite a layoff as the reason for unemployment, you can improve your chances of finding a job by demonstrating that your position was eliminated for reasons unrelated to your own individual relative merit, if that is true. Consider the following two statements. Both are brief, not defensive and positive, but the first is subtly better:

“I am looking for a new position after my entire department was laid off, due to loss of funding for the XYZ model launch.”

“I am looking for a new position after being laid off in budget cut-backs at Acme Corporation.”

The first paragraph subtly tells the reader/listener that everybody in the department was let go. Accordingly, it is some assurance that the applicant was not selected because he/she was the least productive.

- b. Terminations for Unsatisfactory Performance.** Unlike reduction in force layoffs, performance terminations should not be touted in advance. Rather, the applicant has the opportunity to blend into the present denizens of Metro-Detroiters out-of-work through no fault of their own and be prepared to explain the separation. Though, as described below, human resource departments seldom give out negative references anymore, due to potential liability for defamation, it is still risky to mischaracterize the reasons for your departure. Informal, back-channel information on your departure can reach the prospective employer, especially if you are seeking employment in the same industry in the same town, where expatriates from your former firm are now employed at the prospective employer. If the reason you have given in an interview is different than that reported to the employer, your chances of getting hired decrease dramatically. Accordingly, it is best to assess honestly why you failed to perform well in the past environment, put the circumstances in the best possible terms and be in a position to explain why you do not expect that to be a problem in a new situation. For example:

“My skills are primarily technical and analytical, and in order to fill the company’s needs, I agreed to take a position that primarily involved budgetary, accounting and management tasks, for which I had no experience and received no training.”

And

“I was promoted to a management position over a staff that had developed intolerable habits and work ethics. I could not reform their conduct, and their performance problems were reflected in my performance.”

Are better than “I was in over my head,” or “no matter what I tried, I could not get our departmental statistics to where they needed to be.”

Sometimes the performance termination can be turned into a positive. Consider what you have learned from the experience. The “technical and analytical” manager, above, can truthfully state that the assignment immersed him into budget and management matters that will be helpful to her, even if she is committed to remaining in a technical and analytical position. Remember, since employers value those with a positive outlook, you enhance your chances of re-employment characterize the episode as a learning experience that will not be repeated.

Perhaps most importantly- you do need to identify why performance lagged, and in a concrete way, take steps to avoid repeating that pattern.

- c. **Terminations for Misconduct.** Obviously, terminations for out and out misconduct are the most difficult to explain. Yet, it is risky to mischaracterize the matter. Not only will discovery that you have mischaracterized the separation likely exclude you from the job, as discussed above, but most companies have work rules that providing false information in the application process is alone a reason to terminate employment. Therefore, one who provides a false statement in the application process remain in danger of discharge throughout their next employment.

Employees in this position need to do two things: Engage in a self-assessment, in an effort to prevent reoccurrences; and identify a way to express the separation in a fashion that minimizes the fall out. Ideally, the applicant will be able to identify a concrete basis that will give the employer confidence that the pattern will not be repeated. For example:

“I had attendance problems at Acme, because I was going through (marital problems/family issues/ etc.), and I am happy to say that those problems are now resolved.”

It is seldom fruitful to “blame” the former employer. Nearly all executives and HR employees have dealt with difficult employees, and will generally sympathize with the decision-maker. Because misconduct issues sometimes result from a skewed perspective on the part of the employee, it is wise to present your explanation to someone familiar with the hiring process, to see how it is received.

- 3. References: Determining What Your Former Employer Will Report.** Related to but slightly different than the above discussion is the subject of what your employer will report when asked for a reference. While you always want to be truthful, because information can reach the new employer in a variety of ways, you should be aware of what your former employer will say. Those laid off have little concern.

For those separated for other reasons, it is wise to contact whichever HR representative has been involved in the separation, to determine what information is generally provided. Many employers no longer provide negative references, because of the risk of liability. Even if that is not their normal practice, it is often possible to obtain an agreement that only dates of employment and your position will be given, or that the company will respond that it does not provide references. Occasionally, employers have the applicant execute a release to be presented to the former employer, which effectively provokes either a truthful response or a continued refusal to give information, which effectively informs the prospective employer that something has occurred that cannot be discussed.

When a poor reference can be anticipated, some measures can be taken to offset that. For example, it is wise to solicit letters of reference from past colleagues at the same employer, who can provide a different perspective. Normally, these may be obtained from colleagues whom have moved on. You may try to obtain letters of reference from colleagues who remain, but companies often forbid anyone other than HR from giving references (because informal statements can negate the company’s stated reason for termination, in litigation.)

List one or two of those you have worked for (supervisors), those you have worked with (peers), those who worked for you (direct reports), recent associates, industry relationships and former associates from previous jobs. Obtain permission from each and an indication of what they might say about you. If there is a company policy restricting references, former close colleagues will usually offer their home phone and email address. They all know that you might be needed to return the favor someday.

4. **Self-Assessment.** Surprisingly, many out-of-work employees fail to appreciate their marketable experiences and skills, while others are relentless self-promoters aware of their every attribute. For the latter, make a list of the major events of your career, apart from the day to day hum-drum. Lurking in those events will be the challenges you have overcome, in the nature of:

- Projects managed;
- Profits achieved;
- Reforms and transitions implemented;
- Problems diagnosed;
- Computer programs or business methods mastered;
- Organizational systems devised;
- Complexity or magnitude of responsibilities assigned;
- Budgetary challenges overcome;

Be aware of the subtle values of top management in the nature of connections in the community, especially if the position being sought involves sales or the possibility of strategic alliances. For example:

- Personal and social connections, membership in social or charitable organizations that naturally generate business connections;
- Business relationships established with individuals and companies;
- Industries and environments with which you have become familiar, that may be of interest, including prospects, competitors.

5. **Preparing Your Resume.** In the present climate, your resume should **stand out from the crowd**. With the advent of Monster.com and other web-based job postings, employer now receive hundreds of resumes for a single position. You must show how qualified you are by describing your qualifications for the desired job in a concise, clear, and attention-getting manner. Here are some tips.

Organization: When your resume includes gaps in employment, orient to **function** versus **chronology**. In a functional resume, you group your skills into categories and then list your past job titles at the bottom. Others on a consistent career path usually opt for the chronological format. These resumes list your jobs (and duties for each) in reverse chronological order. Most employers expect to see that format, and it best highlights your education and relevant work experience.

Emphasize Accomplishments: Both functional and chronological resumes should still include information on your accomplishments, education, training and skills to communicate what you offer to employers. Functional resumes should focus on accomplishments as well. HR representatives and employers take less than a minute to scan your resume, so showcase and organize items into several concise and relevant segments. Generally, employment and education are discussed in some detail. Other categories might include “Technology/Computer Skills,” “Publications,” “Honors and Awards,” “Language Skills,” “Volunteer Experience,” and so on.

Appearance: Along with effective organization, appearance can make or break your resume. When creating a resume, keep these points in mind:

- **Fonts.** Whether you e-mail, fax, or mail your resume to prospective employers, you should try to keep your font plain and easy to read. And select a reasonable size—anywhere between 9 and 12 points should be acceptable. A font like Arial or Verdana will come out much clearer in faxes than Times New Roman.
- **Formatting.** While you want your resume to demonstrate your proficiency in Microsoft Word and all of its formatting capabilities, it should not be distracting. Myriad fonts, colors, and graphic embellishments don’t help. Use minimal and purposeful formatting. Simple bullets will best separate your duties and skills; use bolding and italics sparingly. Formatting should highlight your accomplishments, not draw attention away from them. Less, in this case, is definitely more.
- **Paper.** While applicants do not generally mail resumes to employers any more, you should have hard copies on hand to bring to interviews. These copies should be on tasteful bond-quality paper. White, off-white and cream are the easiest to read.
- **Cover Letters.** Remember, that your cover letters, mailing envelopes, and resumes should all match with regard to the font style and size, as well as the formatting. If you are mailing hard-copies, it is recommended that your cover letter, envelope and resume be on the same paper.

Content: Now that you know how to organize your resume and what it should look like, you need to know what to put in it.

- **Action words.** When describing your prior job experience and duties, use active language. Instead of starting your sentence

with a noun, start with an active, descriptive, impressive verb. For example: “Customer Service Representative. Assisted customers with product selection, trained and supervised 15 new employees, organized special promotional events.”

- **Numbers.** Include numbers, percentages, and dollar amounts in your job descriptions to back up your achievements. People in hiring position orient to quantifiable results. How many people did you supervise? How much money did you raise? What was the profit increase under your leadership? How many years of consecutive increases in efficiency did you achieve? This approach immediately highlights the kind of impact you’ve made in an objective manner.
- **Length.** There are two schools of thought on resumes. One is: Keep it to one page, if at all possible. No one wants to scan through multiple pages of your long-winded accomplishments and experience. If it doesn’t all fit—which it won’t, cut it down to the most relevant and impressive items. While most individuals have not kept a curriculum vitae of their accomplishments over their entire career, if you have, a tag-line at the bottom indicating it is available might be mentioned in down-sized font.

The second school of thought is that one with many talents and accomplishments cannot relate their experiences with less than two pages. As such, for those with 5-10 years or more of relevant employment experience may need two, and in rare instances more pages. Still- be concise. Edit! Edit! Edit- for brevity and tight language.

6. **Headhunters or no headhunters?** Headhunters both help and can hurt the job-search process. Headhunters generally obtain their fee from the entity that employs their candidate, and the fee is substantial. As such, they have a strong motivation to place candidates, and will work hard to place a qualified candidate. Accordingly, they often lead to great jobs. However, since the truth is that the fees paid can equal 2% to 33% of the annual salary, many companies try to fill jobs without resort to using agencies. Indeed, the company could easily be faced with a choice between equally qualified candidates- one of which can be hired without a fee, and one which will deplete the department’s budget by \$25,000. Similarly, if you send Acme Corp. a resume on your own, and your headhunter sends a second resume, the prospect of paying the fee can scare the employer off. Accordingly, if one does use an agency, work out in advance and get a commitment in writing that the agency will not send your resume to potential employers without your approval, so that the headhunter does not send your resume to positions that you have found on your own.

7. **Obviously- Review the Want Ads and Job Postings.** Obviously, you will want to make an effort to review the advertised positions in the newspapers, business publications and the on-line postings, listed in the appendix, attached. Though sometimes difficult to locate, specialized newspapers distributed from street corner boxes or retail establishment lobbies carry help-wanted ads only.

8. **Identifying Target Employers.** Make a list of the companies that are most likely to appreciate and need your knowledge and talents. Here are some ideas if you plan on staying in the same industry:
 - **Your former employer's competitors.** If you are bound by a non-compete agreement, see below. If you are not, you are often a valuable resource to your former employer's competitors.
 - **Hardware suppliers to your former employer.** If you have become familiar with the quality assurance program provided by Acme Corp., either Acme may have a need for you, or can point you to other companies using the same program. Similarly, if you were the expert in maintaining conveyor systems at your employer, you would benefit from knowing the customers served by the company that supplies conveyor parts to you.
 - **Service Suppliers to your industry.** "Outsourcing" has long been the auto industry's method of doing its work while avoiding the constraints of union contracts. There are a dozen companies providing auto-related services, from design and build to warranty work. Some of these are MSX International, Modern Engineering/Modern Professional Services, Aerotek, G-Tech Services, Bartech Group, listed in the list of websites
 - **Technology providers to your industry.** Although closely related to the above, the technological aspect deserves special mention. Employment rolls can be decreased through the use of technology. One good example is robotics. Accordingly, when your industry is laying-off, companies that provide technology may be on the ascent. If you have oriented well to technology, you may have a leg up on a sizeable portion of the job pool, when pursuing this avenue.
 - **Customers of your former employer.** Many customers would recognize the benefit of employing someone with established relationships in the customer's organization.
 - **Divested divisions of your former employer.** Spin-offs generally retain the same processes and procedures in the short term, and accordingly, if you are already familiar with that environment, you are more valuable to the spin-off than a stranger on the street.

- **Actual or potential joint venture partners.** Companies that either have aligned with your former employer on projects or that have even explored a joint venture either have viewed your former employer's organization with respect or have compatible synergies.
- **Consultants in your industry.** Ironically, when corporations downsize, they often still require the skills, but cannot afford to carry the fixed costs involved in full time employees. Accordingly, consultants providing that skill may be growing while their customers are laying off. Some individuals are able to create their own consulting business by offering their services to colleagues in the industry. For those not in that position, recognize that many of the former accounting firms now have business consulting arms that may have use for your expertise. Deloitte Touche, Bearing Point and Accenture are three such consultants for starters. Conway, MacKenzie & Dunleavy are consulting and turnaround specialists. Websites of all four are located in the directory of websites, below. For independent consultants, Google your field and consultants. For example, Googling "logistics consultants" produced no less than 24 supply chain consulting firms. Explore such firms, even if they are located in remote areas. It often occurs that out-of-state firms in many sectors service the Detroit area from other states, and could benefit from a local affiliate.
- **Government Oversight Agencies.** While the State of Michigan is budget-strapped and a limited resource, federal agencies and agencies of other states may have need for your knowledge and expertise. While public sector pay often trails that for private sector positions, especially as a prelude to retirement, governmental employment can be a good fall-back.
- **Who's advertising, and who's in the business section?** It is worth noting who is spending money on advertising. Those companies are generally not in a cut-back mode, or if they are strapped, are scrambling to stay on top of their competition. Go to the library and read Crains, every Monday, or as soon as they put it on the shelf. Not only is it worth seeing who is advertising, but Crain's reports who has won deals, who is on the ascent, who has obtained work from out of state, etc. You can review the on-line edition at <http://www.crainsdetroit.com/apps/pbcs.dll/frontpage> but it is worth getting the finite detail from the hard-copy edition. While you are at the library, review the other business publications, such as Corp! Read the business section of all the local papers, including the News, Free Press, Oakland Press and Macomb Daily. Listen to Paul W. Smith WJR in the mornings during your job search. Drew and Mike won't be commenting on industry trends.

- **Crain's Book of Lists-** Beg, borrow or go to the Library to obtain the latest edition of Crain's book of lists. Go through the various lists, to jog your memory as to where your former colleagues are now, which companies are trending upward and may be hiring, etc.
- **Consider Teaching.** No, you are probably not going to get tenure at the University of Michigan. However, education is big business, and even mid-level individuals can fit into teaching positions if they have mastered their field. It may well occur that laid-off workers will seek to bolster their skills while off work, so that the educational community is hiring. Taking even a part-time adjunct faculty position offers several benefits in addition to stop-gap income: It enhances your stature and distinguishes your resume, while providing access to several dozen individuals per class that are interested in your field and who (hopefully) recognize your expertise. Don't discount the possibility of designing and proposing a class that is not in their current catalog. Here are some suggestions:
 - **Community Colleges-** MCCC, OCC, Schoolcraft College, Henry Ford Community College, Wayne County Community College, Mott Community College. Macomb Community College has satellite programs for
 - **Local Programs of Distant Institutions-** Central Michigan University has many Detroit extension campuses; University of Phoenix;
 - **Non-Profit Private Colleges** University of Detroit/Mercy; Marygrove College; Rochester College; St. Mary's College Orchard Lake.
 - **Private for-profit Colleges:** Baker College, Davenport University; Devry University.

9. **Network.** 80% of all jobs are not advertised. Accordingly, by connecting with the widest number of individuals, you create the greatest chance of identifying jobs that are never advertised. Once you have assembled a decent list as suggested below with names, title, company, phone and email addresses, have your resume in hand (actually loaded in Word, and ready to e-mail), and begin contacting your contacts via phone and email. Don't be bashful about the reason for the long-overdue call or e-mail. Tell the person that your employer, like many Detroit-area businesses, has downsized its workforce, and since the best strategy for finding substitute employment is getting the word out about your availability, you are not only doing that, but pleasantly renewing some old acquaintances. Share your target list with your network asking if they know anyone in your target companies. If they don't have leads on jobs, they may still be able to provide some valuable information, such as: Who has been awarded projects and work, lately; Who is hiring; Who do they consider to be the

leaders in the industry. Here are some ideas for who should be on your contact list:

- a. **Your former customers.** If your business involved customer contact, it is a valuable exercise to assemble information on your customers at the earliest possible opportunity when facing unemployment. Frequently, those with customer contacts are prohibited by contract from taking a customer list or even data such as rolodex cards, directories or other information with them. Even in the absence of a contract, it could be a breach of fiduciary duties to simply steal a customer list. However, one can assemble a list of these contacts and still comply with the law. During employment or immediately after the position ends, create a list from your memory of the customers and customer contacts with whom you have dealt. Don't stop at the one or two names with whom you generally dealt, but try to preserve every name you can recall. Some of this information can be found in materials legitimately in your possession, such as your cell phone, personal e-mails or commission statements. This list serves as both a list of networking contacts, as well as a resource for future business opportunities.

- b. **Your other contacts.** Prepare a list of other individuals with whom you have had contact, literally throughout your career. If you do not retain current contact information, many of the individuals can be located by using on-line resources, such as Google or other search engines, or switchboard.com. Here is an outline of suggestions:
 - i. Former supervisors, mentors, colleagues, co-workers, especially if they are working for other employers;
 - ii. Human Resource professionals, especially if they now work for other companies;
 - iii. Individuals employed by the companies listed in section 7, above:
 1. Your former employer's competitors;
 2. Hardware suppliers to your former employer;
 3. Service Suppliers to your industry;
 4. Technology providers to your industry;
 5. Customers of your former employer;
 6. Divested divisions of your former employer;
 7. Actual or considered joint venture partners;
 8. Consultants used by your employer;
 9. Government oversight agencies;
 10. Those individuals recalled in your review of Crain's book of lists;

- iv. Professors, teachers, instructors in your field, including those who have more recently presented training, seminars, and instruction within your employer's organization;
- v. Members of professional organizations with which you have been involved, including:
 - 1. Chambers of commerce;
 - 2. Industry specific groups, such as Society of Automotive Engineers, Society of Human Resource Managers, Michigan Association of Public Accountants. Your industry group can provide you with information, such as:
 - a. Do they have any openings, themselves;
 - b. Are they aware of who is hiring;
 - c. What is on the horizon in the field that could/would distinguish you as you prepare.
 - 3. Lobbying efforts or industry contacts with governmental agencies;
 - 4. Members of other groups with professional stature, such as Alumni groups, charitable fundraising groups, etc.

B. What else can I do?

1. **Consider making your hobby your job.** People often neglect that they have accumulated a significant body of knowledge with regard to their hobby. Especially if one is ready to take a step back in income for enhanced quality of life, consider a job in the area that you love. If you love NASCAR, their business is booming in virtually every aspect. How do your skills match up with them, their suppliers?
2. **Use your free time to bolster your skills.** If you have the time, and the tuition is not a problem, consider taking classes that bolster your skills. If you are weak in technology, consider taking computer classes at a community college. The catalog at OCC has hundreds of opportunities: <http://www.oaklandcc.edu/Catalog/discipline.asp> Microsoft offers some free tutorials for their software programs right on line.
3. **Join or participate a group that provides networking opportunities.** If you have neglected joining your college alumni association, perhaps now is the time to do so, especially if they have sub-chapters that are devoted to interest areas or career paths. Likewise, if your parish or a local charity has a group in any way devoted to your profession (nurses, CPAs, etc.) consider joining that group and mining the contacts there. Even social groups, hobby-related "clubs" and activities provide an opportunity to meet people who may know of an opening. Contact your local Chamber of Commerce, and see if they could use an unpaid volunteer. Most are

always in the process of planning events and publications, and could use the extra hands. If you aren't in a group or can't find one, start one. You may have been laid off with a number of associates. Suggest that you meet once a week for an hour or two at a convenient bookstore or coffee shop. You can share success stories and ideas and it does you good to get out and be with others as it reminds you that you are not alone, there are a lot of good quality people out of work. While at the bookstore you can also review the current Crains and other business periodicals and references.

4. **Attend a trade show.** If you retain membership in a professional association that puts on a trade show, consider attending and exploring employment opportunities there. You can also volunteer to help the trade show organizers. They always need speakers, someone to contact, handle logistics, introduce speakers and facilitate discussions, help with registration, etc.
5. **Print Business Cards.** You are in the business of getting a job. A business card with your name, address, phone, cell, email, last title or core competencies can be easily distributed. Practice "the 3-foot rule" – give a card to anyone you come within 3 feet of and proudly tell them you are looking for new opportunity. This really works. 250 business cards can be printed at Office Max or ordered via the internet at vistaprint.com for as little as \$9.00. Think about it: when you hand out a business card you usually get one back!

C. The Interview(s)

1. **Every Contact is an interview.** Remember that every contact is an interview and you are representing yourself. Whether it is the HR department, a recruiter, and inside sponsor or the hiring manager, as they see and or hear you they are asking themselves, "is this the one?" Be prepared, timely, and professional at all times. Expect a call at home. Have a professional message on the answering machine or voice mail, a pad of paper and pen near every phone. If needed have your positioning statement written out by the phone and your resume.
2. **Talking with Hiring Managers.** Lee Hecht Harrison, a national outplacement service, recently documented that on average it takes 20 to 30 conversations with 20 to 30 different hiring managers before an appropriate offer is made and accepted. Your job is to get by the HR or recruiter filter and get to the hiring manager, get some phone time and as soon as possible some face to face time. At target companies you may speak with hiring managers before they even have a need. Ask if they know someone in the industry looking for someone with your

competencies and before you know it you may be exploring an opportunity with her or him.

3. **Preparation.** One of the greatest and successful football coaches ever, Vince Lombardi, noted that “Winning is when Preparation meets Opportunity.” Successful interviews are the ones you prepare for; you’ve researched the company, the position, the business / department issues you can help with, you’ve practiced the behavior-based questions and functional questions you may be asked as they relate to the position, you have documented accomplishment stories relating to similar situations, obstacles you may face in the position and the actions you took and results your achieved which you can present, and are ready to clearly display your interest, show that your relevant skills match up to what he or she is looking for. You may have one hour to get your message out, take advantage of it.
4. **The Three Cs; Competence, Compatibility, and Chemistry.** The Three Cs are important for both you and the Hiring Manager. Do you have the competence, the ability, to do the job? Will you be compatible and be able to relate to the hiring manager and your coworkers within the culture of the organization? How’s the chemistry with the hiring manager, do you like her/him, do you think he/she would like working with you?
5. **Kinds of Interviews.** You will often first be up against a “**Screening**” or “**Filtering**” Interview. This is usually handled by an inside human resource professional or outside recruiter to screen your credentials for the position against a number of filtering questions the HR department and/or the hiring manager have as “must haves” before a candidate is to be actually presented. With the screening/filtering interview you just what to pleasantly, positively, and professionally get your message across that you meet the “must haves.” If you miss on some “must have” don’t fake it, rather show how your other skills and/or experiences are transferable to these needs. Get by the screening interview and you will probably next have a true **Phone Interview** with a higher level human resource professional, the hiring manager or others. This interview will further explore the experience and value, the competency, you might bring to the company and it will be the first real opportunity to build a relationship indicating your chemistry and compatibility for the position. Your goal here is get build the relationship and seek the next step, the face time with the hiring manager and/or others. Two other kinds of interview may be experienced either as a teleconference or in face to face; the **Group or Panel** interview and the **Behavior-based** interview. In the group interview you may be presenting yourself to, as the name implies, a group put together to do the next level of screening of candidates. The group may be made up of business team members, department heads, even co-workers and sometimes even direct reports. The goal of the group is to

allow all members to hear the presentation at the same time and they will compare notes later. Your goal in the group interview is to build relationships as you present the value you will be bringing to the team. Get business cards and place in front of you so you can remember and address each my name as you speak and make eye contact with each. Getting their business card is also seen as a professional thing to do and allows you to send each a thank you note. Get by this Group and the worst may be over as you should be moving on to private meetings with the hiring manager and the resulting offer. **Behavior-based interviews** may be used at anytime during the interviewing process. In the behavior-based interview you will be rated on your credentials, experience and skills as they relate to the job in two ways, the technical skills and your performance skills. Here you need to show how you can adapt your specific technical and performance skills to the organization you are interviewing with.

6. **The Questions.** Anticipate and rehearse questions the interview may ask regarding your background, career plans, how you worked with people at your last job, and your accomplishments.
7. **Follow-up Letter, email, phone.** Send a brief “Thank you for the great interview” letter within 24 hours, one week later send an email addressing the business/department issues as you understood them and how you could help with them, and ask “Did I get it right?” This will convey good interest, keep you “top of mind” and provide an opportunity for an easy email response by the hiring manager. Three weeks later, make the call and ask how you are doing, “still in the running,” “is there something else I can do show that I’m your best choice for the position?”
8. **Get the Offer.** You can always say no. Remember, even if you are not yet convinced you want to work for them, you want them to make you an offer. Get the offer.

D. On-line Job Search Resources

1. Job Postings/Job Search Engines/Resume Posting:

Monster.com- Resume posting with search capability
<http://www.monster.com/>

Dice.com- Resume posting with search capability
<http://www.dice.com/>

Careerbuilder.com
<http://www.careerbuilder.com/>

Indeed.com
<http://www.indeed.com/>

6figurejobs.com
<http://www.6figurejobs.com/>

2. Two Worthy Fee-based sites: \$30-40/month:

ExecuNet
<http://www.execunet.com/>

The Ladders
<http://www.theladders.com/>

3. Great Networking Site:

LinkedIn
<http://www.linkedin.com/>

No More Headhunters.com- promises to put individuals in direct touch with employers, rather than third parties that will collect a fee for making the connection.
<http://www.nomoreheadhunters.com/>

Freep.com- Detroit Free Press Jobs, linked with Careerbuilder.com
<http://freep.micareerbuilder.com/>

Motor City Help Wanted.com
<http://regionalhelpwanted.com/home/236.htm?SN=236&>

Thingamajob.com- Browse jobs by industry
<http://www.thingamajob.com/>

All job search.com
<http://www.alljobsearch.com/>

Foundemployment.com- Job Search Engine, Organized by Career-type,
with career resources
<http://www.foundemployment.com/>

Job Openings.net
<http://www.jobopenings.net/>

Findjobsbyzip.com- Jobs organized by Zip Code.
<http://www.findjobsbyzip.com/>

Market10.com- A Tailored Job Search, Described as “eharmony.com” for
jobs.
<http://www.market10.com/>

Highly-compensated jobs- \$150,000+
<http://www.execunet.com/>

4. Government-Sponsored Sites

Michigan Works! State of Michigan, Unemployment Agency, Talent Bank
<http://www.michworks.org/>

USA Jobs- The official listing of federal jobs.
<http://www.usajobs.opm.gov/>

Fedworld.net- Federal Jobs search
<http://www.fedworld.gov/>

Michigan Department of Civil Service Job Postings
http://www.michigan.gov/mdcs/0,1607,7-147-6876_8030---,00.html

5. Industry Specific Sites

Michigan Teaching jobs
<http://mtn.merit.edu/joblistings.html>

Hospitality Sector Jobs
<http://www.hotelscareers.com/>

6. “Outsource” Service Providers, Temporary and Contract Staffing

Central Websites that list many companies providing temporary employment:

http://detroit.about.com/od/tempagencies/Detroit_Area_Temp_Agencies.htm

http://www.michigan.gov/documents/MICHIGAN_TEMPORARY_AGENCIES_63496_7.htm

7. Automotive Industry/Engineering

Aerotek

<http://professional-services.aerotek.com/>

MSX International

<http://jobs.msxi.com/>

Modern Engineering

<http://www.modernengineering.com/>

Modern Professional Services

<http://www.careerbuilder.com/JobSeeker/Companies/CompanyDetails.aspx?IPath=OCCG&hhname=moderneng>

Bartech Group

<http://www.thebartechgroup.com/careers.html>

8. Accounting/Finance

Accretive Solutions, Dickson Allan

<http://www.accretivesolutions.com/>

Robert Half, Accountemps

<http://www.accountemps.com/>

9. General Labor

Labor Ready

<http://www.laborready.com/>

10. Medical

A-Line Staffing Solutions

<http://www.alinestaffing.com/index.htm>

11. Generally

Adecco Group
<http://www.adecco.com/>

Manpower
<http://www.manpower.com/>

Kelly Services
<http://www.kellyservices.com/>

Snelling Personnel Services
<http://www.snelling.com/>

12. Broad-Focus Business Consulting Groups

Accenture
<http://careers3.accenture.com/careers/global/>

BearingPoint
<http://www.bearingpoint.com/portal/site/bearingpoint/menuitem.1ca89c031bc640586248751074108a0c/channel/published/Careers/>

Deloitte
<http://careers.deloitte.com/gateway.aspx>

Conway, MacKenzie & Dunleavy
<http://www.c-m-d.com/index.htm>

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