

Mature Worker Pre-Employment Training Toolbox



Workbook

WorkSource
CALIFORNIA
Building Business and Careers

Creation Date: March 2010

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How to Use this Workbook

This Workbook is a tool that accompanies the Mature Worker Pre-Employment Training Modules 1 through 8. It can be used in tandem with the live training on each module or separately with the assistance of your Case Manager.

As you progress through the Modules, the Instructor or your Case Manager will guide you through the specific activities you need to complete. You may write on the pages inside the Workbook or photocopy the pages for future use.

We hope you find the activities and resources in this Workbook helpful to you in your Job Search.





Message from the Chair

It is often said that seniors are one of our Nation's most valuable human resources. According to the State of California, in 2008, there were approximately 3.6 million residents in Los Angeles County who are 45 years and older. As the baby boomer generation continues to join these ranks, the numbers will increase even more. The current economic crisis has forced many mature persons to reconsider retirement or extend their working careers, and has pushed even more to return to the workforce.

The Los Angeles County Workforce Investment Board (WIB) is proud to have established the first Mature Worker Council in the Nation in 2002. The Council is dedicated to advocacy for the mature worker and continues to address the continuum of employment-related services for the baby boomer generation.

In 2006, the Council launched a Mature Worker Pilot Project to address the workforce needs of the mature worker. I am pleased to present the curricula developed under this project, which is geared to increase the awareness of WorkSource Center staff and businesses, regarding the benefits and opportunities associated with our nation's growing mature workforce. We welcome you as you join us in rolling out the curricula.

The Mature Worker Council has great minds, addressing great challenges with great enthusiasm. The Council is dedicated to working toward great outcomes to benefit the Mature Workers of Los Angeles County.

Best regards,

A handwritten signature in black ink, appearing to read "Dennis Neder", enclosed within an oval shape.

Dr. Dennis Neder, Chair
Los Angeles County Workforce
Investment Board

A handwritten signature in black ink, appearing to read "Ted R. Anderson", written in a cursive style.

Ted R. Anderson, Chair
Mature Worker Council

Disclaimer:

Information and resources related to mature workers including service providers, web-site listings, and other similar services is provided for informational purposes only. The County of Los Angeles does not research the information contained here for quality or accuracy. Therefore, the County of Los Angeles does not endorse, refer, or recommend any of the mentioned service providers. The County of Los Angeles does not assume responsibility for the use of the information provided or for reliance upon the information. The County of Los Angeles cannot guarantee the quality of the service provided by these providers and urges individuals to independently confirm information with the source.

Credits:**Sponsored by:**

Los Angeles County Mature
Worker Council

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Mission Statement:

*To increase meaningful employment
opportunities for Mature Workers to
achieve economic security and
independence.*

MODULE 1:

FINDING YOUR NEW VOICE - COURSE INTRODUCTION



GROUP GUIDELINES



1. Be present.
2. Get involved and speak up & share if you are comfortable.
3. Be open to outcomes.
4. Create a safe environment.

PRE-ASSESSMENT SURVEY

Use the **Rating Scale** below to complete the survey. Enter your responses in the last column on the right.

Strongly Disagree 1 2 3 4 5 6 7 8 9 10 Strongly Agree

Statement	Rating
1. I know exactly what type of job I am looking for.	
2. I know how the job skills I currently have relate to the positions I'm looking for.	
3. I understand the role technology (computer, copier, fax, etc.) plays in the jobs I am seeking.	
4. I am very comfortable using the technology needed for these jobs.	
5. I have a well developed cover letter that can be easily adapted to the various jobs I apply for.	
6. I have a resume that outlines my achievements as well as my responsibilities at each job.	
7. I feel confident that I know the best ways to look for employment in today's society.	

PRE-ASSESSMENT SURVEY

Strongly Disagree 1 2 3 4 5 6 7 8 9 10 Strongly Agree

8. In a job interview, I feel very comfortable discussing how my skills & abilities relate to the job I'm applying for.	
9. (If applicable) In a job interview, I feel very comfortable addressing any gaps in my employment history if an employer asks.	
10. I understand generational differences as it relates to work and feel very comfortable working with employees of all ages.	
11. (If applicable) I understand completely how my Social Security benefits (pre-retirement & retirement) will be impacted by work.	
12. I have all of the supports necessary to meet my basic needs (housing, food, transportation, clothing, education, etc.) during and after the job search process.	
13. I fully understand all of the employment options available to me aside from traditional part & full-time employment.	
14. I feel ready to work.	

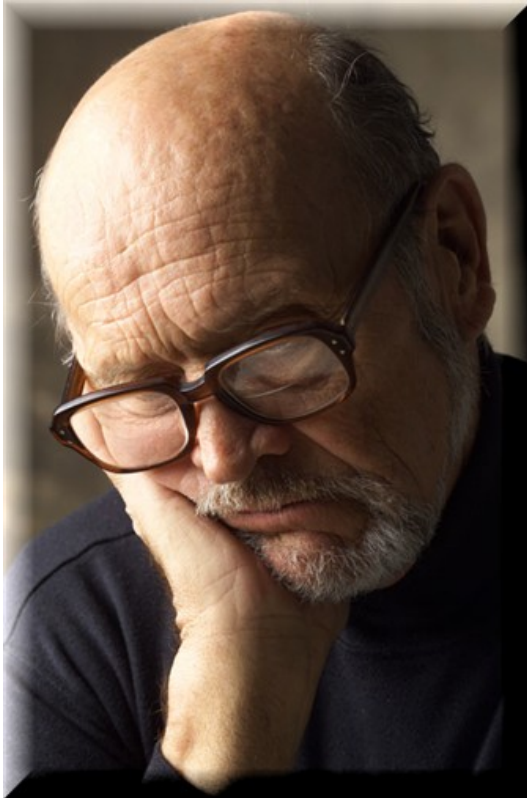
'MOURNING THE LOSS' OF PREVIOUS LIFE, CAREER OR FIELD

'Mourning the loss' of previous life, career or field.

Circle any of these words that describe how you feel:

Overwhelmed	Disgusted	Resentful	Embarrassed
Tense	Demoralized	Vindictive	Humiliated
Sad	Irritable	Frustrated	Obsessed
Dull	Disbelieving	Depressed	Panicky
Tired	Anxious	Negative	Worried
Hurt	Confused	Shaky	Trapped
Guilty	Distracted	Powerless	Stupid
Moody	Angry	Immobilized	Pessimistic
Relieved	Excited	Upbeat	Determined

FIVE STAGES OF LOSS



The **Five Stages of Loss** are based on the Five Stages of Grief, originally introduced by Elisabeth Kubler-Ross in 1969.

Denial: Example - "Everything is fine."; "This can't be happening. Not to me!"

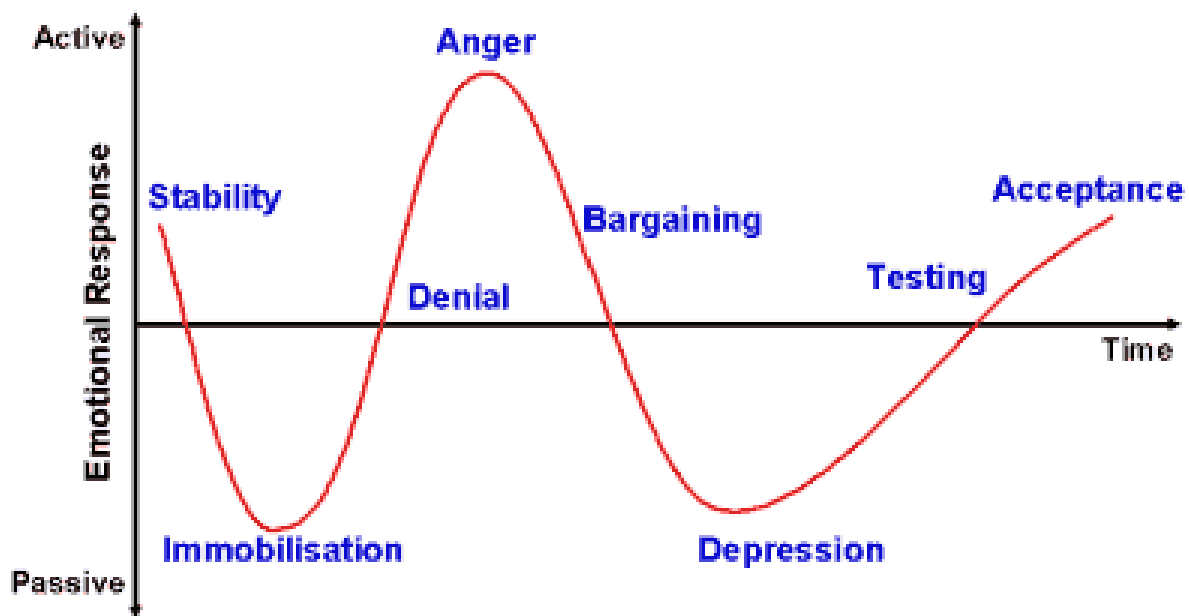
Anger: Example - "Why me? It's not fair!"; "I will not accept this!"

Bargaining: Example - "Just let me live to see my children graduate."; "I'll do anything . . ."

Depression: Example - "I feel so bad...why should I bother?"; "I'm going to fail anyway . . . What's the point?"

Acceptance: Example - "It's going to be OK."; "I can't fight it so I may as well prepare for it."

GRIEF CYCLE DIAGRAM

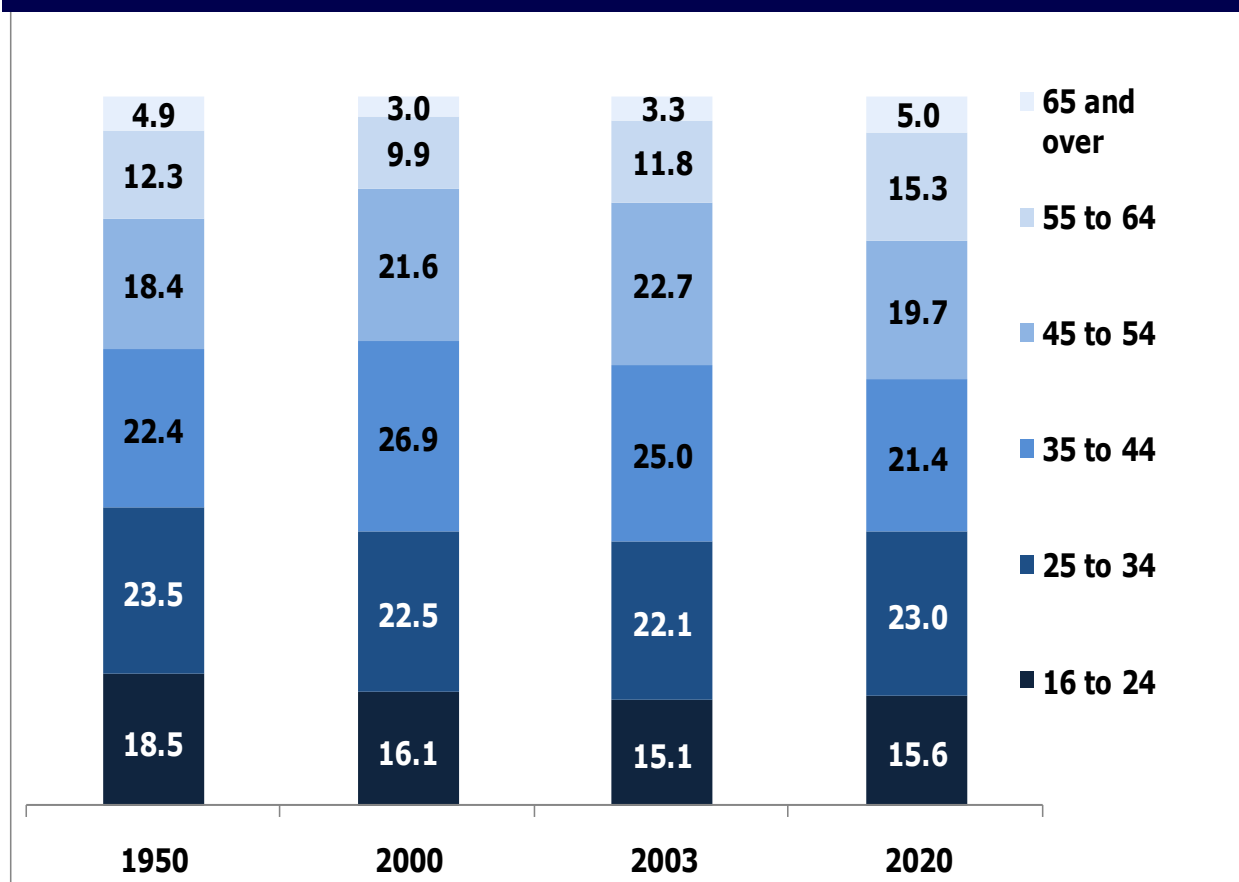


SURVIVAL TIPS



- ❖ Recover Gracefully
- ❖ Finding Support
- ❖ Stay Motivated
- ❖ Network
- ❖ Find the Silver Lining
- ❖ Find Professional Help

MATURE WORKER STATISTICS

**Percent Distribution of the Labor Force by Age:
1950, 2000, 2003, 2020**

The reference population for this is the civilian non-institutionalized population.
Sources: 1950, 2000, and 2020, Toossi, 2002, Table 5; 2003, Bureau of Labor Statistics, 2004.

ADVANTAGES OF HIRING OLDER WORKERS CHART

Advantages of Hiring Older Workers

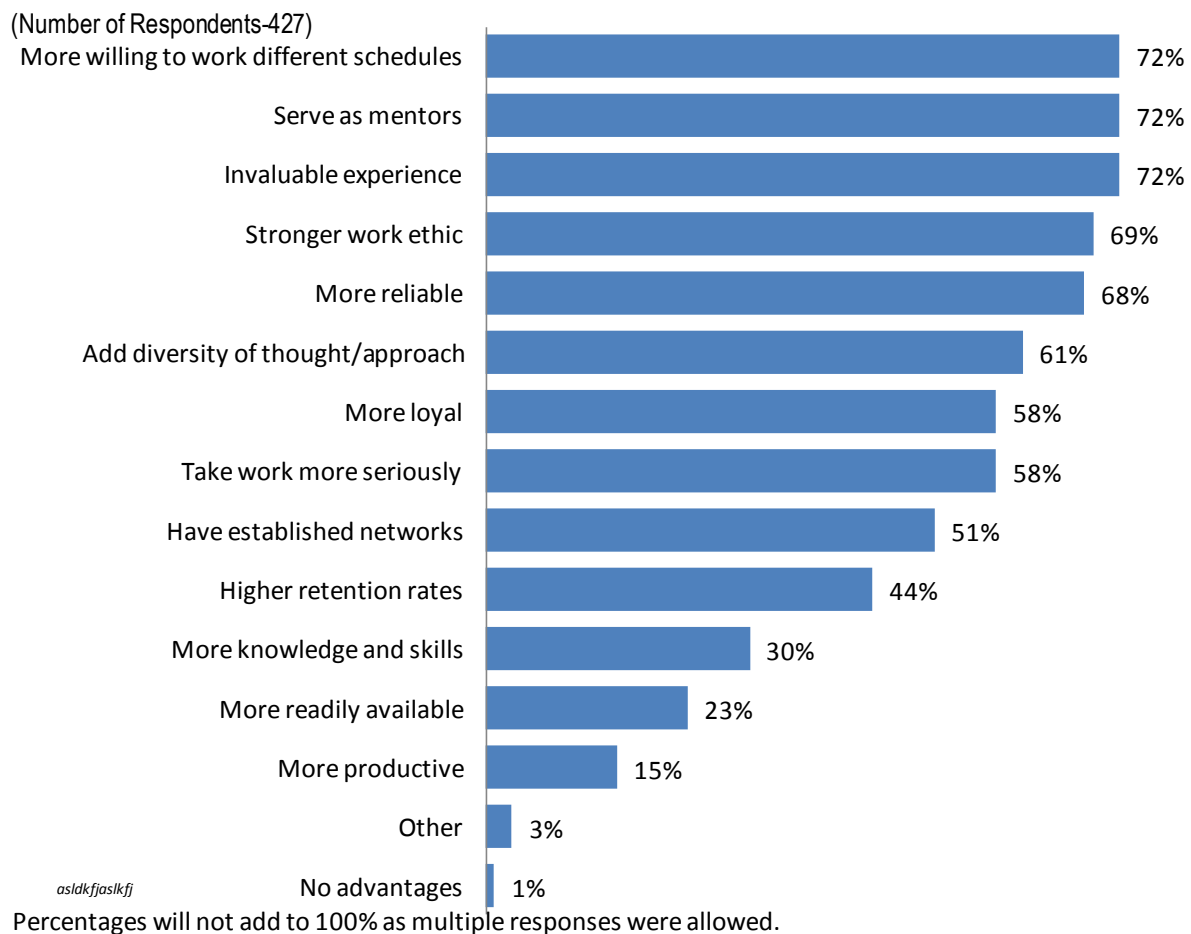


Chart taken from *A Protocol for Serving Older Workers*, a resource developed by the Employment Training Administration (ETA).

Website: http://www.doleta.gov/Seniors/other_docs/ProtocolBook.pdf

POSITIVE AFFIRMATIONS

I know exactly what to say in a job interview!

Employers want to hire me because I have so much great experience!

I have a great job that I enjoy!



AFFIRMATION PROCESS & SAMPLE QUOTES

Rules for writing your own affirmations:

1. Affirmations must be stated in the present tense
2. Affirmations must be stated in the positive
3. Be specific

The affirmation process. It's not a lie. It's telling the truth in advance. It takes 21 days to create a new habit. Positive Thinking isn't new:

- ❖ "As a man thinketh, so is he" - Proverbs 23:7
- ❖ "Just as a picture is drawn by an artist, surroundings are created by the activities of the mind." - Buddha
- ❖ "The thing you set your mind on is the thing you ultimately become." - Nathaniel Hawthorne
- ❖ "The thing always happens that you really believe in. And the belief in a thing makes it happen." - Frank Lloyd Wright.

CREATE 10 AFFIRMATIONS

CREATE 10 AFFIRMATIONS

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

BENEFITS OF HIRING MATURE WORKERS

BENEFITS OF HIRING MATURE WORKERS

Experience - Mature workers possess work experience and on-the-job education, which has honed their analytical and personal skills, making them cost-effective workers. They're willing to share this massive resource with your company to increase value and productivity!

Flexibility - Mature workers, especially those in "post-retirement" display a greater willingness to accept alternative work arrangements, such as part-time or contingent modes. They're willing to work with you to make your company the best it can be!

Loyalty - Mature workers are socially and economically stable, at a point in their lives where family transitions are minimal and when the priorities of valuable work and commitment to their job is high. They are thoroughly reliable. They'll outlast training in new skills and operations, and know the value of a good employer. They'll be there for you and will be solid pillars as you build your company!

Source: "New Opportunities for Older Workers", Committee for Economic Development, 1999

TOP SEVEN QUALITIES OF MATURE WORKERS

In an AARP survey of 400 companies with 50 or more employees, HR managers identified the top seven qualities present in mature workers:

1. Loyalty and dedication to the company.
2. Commitment to doing quality work.
3. Someone you can count on in a crisis.
4. Solid performance record
5. Basic skills in reading, writing and arithmetic.
6. Solid experience in job and/or industry.
7. Get along with co-workers.

Source: "American Business and Older Employees", AARP, 2000 <<http://matureworkersalliance.org/why.htm>>.

YOUR SKILLS AND ABILITIES

Goal Worksheet

What are you interested in doing? If you do not have a specific job in mind, state your field/s of interest (for example, working with figures).



Why?

YOUR SKILLS AND ABILITIES

Life experiences and volunteer experience are also important. Describe any volunteer or life experiences you'd like us to know about or that you think would be helpful in looking for work.

What are your hobbies?

YOUR SKILLS AND ABILITIES

Education



Name of school & location	Dates Attended	Degree or certificate

Work History

Employer	Job Title & Duties	Dates Employed	Reason for Leaving

YOUR SKILLS AND ABILITIES



Are you a United States Veteran with an honorable discharge?

☐

YES

☐

NO

If Yes, 1) What Branch? 2) What were your responsibilities/job?

YOUR SKILLS AND ABILITIES

What do YOU feel your strengths are?

What do YOU feel your weaknesses are?

YOUR SKILLS AND ABILITIES



What technology do you already know how to use? (check all that apply)

- ☐ Use a computer
- ☐ Use an e-mail program (e.g. Microsoft Outlook, Gmail, Yahoo)
 - ☐ Use Microsoft Word
 - ☐ Use Microsoft Excel
 - ☐ Use Other Microsoft programs (PowerPoint, Access, other)
 - ☐ Use Other computer software: _____
- ☐ Type WPM: _____ (words per minute)
- ☐ Use a fax machine
- ☐ Use a standard copier

YOUR SKILLS AND ABILITIES

Do you have any limitations/issues that you feel may impact work (e.g. issues related to disability, medical appointments)? Describe on the lines below.

What type of company or business would you like to work for (small, medium, large and single owner, non-profit, corporation)? and Why?



YOUR SKILLS AND ABILITIES



What was your favorite job and Why?

What was your least favorite job and Why?

YOUR SKILLS AND ABILITIES



Would you like to work part-time or full-time? And Why?

Would you like a set schedule or flexible schedule? And Why?

YOUR SKILLS AND ABILITIES

What time of day do you prefer working? Answer 'Why' on the lines below.

☐ (8am-5pm)

☐ Evening (2pm-11pm)

☐ Swing shift (11pm-8am)?



What kind of work environment would you be most productive in (e.g. outside/inside, hands-on, office work, variety of duties)? And Why?

YOUR SKILLS AND ABILITIES

How far are you willing to travel to work? Answer 'Why' on the lines below.

- ☐ 0 - 10 miles
 - ☐ 11 - 25 miles
 - ☐ 26 - 50 miles
 - ☐ 51 + miles
-
-
-

How much would you like to make per hour?

- ☐ \$8-10
- ☐ \$11-13
- ☐ \$14-16
- ☐ \$17-20
- ☐ \$21-25
- ☐ \$26-30
- ☐ \$30+

HOW YOU'RE FEELING

Why do you want to work (e.g. financial, housing, other)?



Do you look forward to working? Why or why not?

HOW YOU'RE FEELING

What would you like to be doing 5 years from now? And Why?

[illegible]

HOW YOU'RE FEELING

Is there anything else that that would help you right now in the employment planning process?

- ☐ Housing/Shelter resources
- ☐ Food Bank resources
- ☐ Counseling resources
- ☐ Health Care resources
- ☐ Understanding the impact of work on Social Security benefits
- ☐ Work/Interview Clothing assistance
- ☐ Other: _____
- ☐ Other: _____
- ☐ Other: _____

HOMEWORK/NOTES

[illegible]

MODULE 2:

FINDING YOUR NEW VOICE - TRANSFERABLE SKILLS



TYPES OF JOBS

Full-time employment - a permanent full-time job is generally a 40+ hour work week and usually has benefits (such as health insurance). However, a temporary full-time job generally does not. The most common full-time work week in the United States is between 32-40 hours per week.

Part-time employment - is generally considered to be a job working 20 hours or less per week. Some employers consider 31 hours per week or less as part-time employment, but part-time hours vary based on the employer and their needs. Typically, part-time employees in the United States are not provided with benefits (such as health insurance), and earn less per hour.

A Temporary Job - is exactly that. Not permanent or full time. They are usually time-limited and are based on the employers needs, lasting from one day to one year. Most temporary jobs do not have benefits and some temporary jobs, especially through a "temp agency", lead to permanent employment with an employer.

Job Sharing - means dividing responsibilities & hours of one job between two or more people. They can share the job evenly or separate it into individual tasks that better suit each individual. If the job has unrelated tasks, those can also be divided. The work week can be split in half and shifts can be alternated so one employee works three days one week and two the next. Job sharing employees must be able to coordinate their schedules to make sure someone is always on the job when they are required to be.

Flexible Schedule or Flex-Time - A flexible work schedule is an alternative to the traditional 9 to 5, 40-hour work week. It allows employees to alter their work hours and schedule. Under some employer policies, employees must work a prescribed number of hours per pay period and be present during a daily "core time."

TRANSFERABLE SKILLS**Transferable Skills sample questions:**

1. Your boss or supervisor always COUNTS ON YOU for something s/he thinks you're especially good at. What is it that s/he always counts on YOU for?
2. If you had to teach a brand new employee the "tricks of the trade" (i.e., how to do a GREAT job in your line of work) what do YOU do special that you could teach this eager, receptive new employee?
3. If you had to put together a TRAINING MANUAL for the kind of work you do best, how would you describe the MOST important thing it takes to do that job SUPERBLY?
4. When did you go above and beyond your job description, and MORE than earn your pay that day?
5. What do you KNOW so well--or DO so well--that you could teach to others?
6. If one of your co-workers were to BRAG about your skills, what would THEY say?
7. If one of your FRIENDS were to BRAG about you, what would THEY say?
8. If YOU felt totally comfortable bragging about yourself, what would you brag about?
What are you most PROUD of?
9. What COURAGEOUS things have you done that you feel good about?
10. What DIFFICULTIES or barriers have you overcome to get where you are now?

TRANSFERABLE SKILLS

11. What CREATIVE things have you done that you feel good about?
12. Describe something you DESIGNED, CREATED, BUILT, MADE, or FIXED, that gave you a strong sense of satisfaction. Tell WHY you felt so good about it.
13. What PRAISE, awards, or acknowledgment did you get from your employers or customers?
14. Name about FIVE QUALITIES or characteristics of OTHER PEOPLE that you most respect or admire.
15. Think of a PROBLEM that came up that had other people stumped, but that YOU were able to resolve. What did you do? What does that say about your abilities?
16. If you suddenly had to leave the area for a while (say, to take care of an elderly or sick relative) what would your colleagues MISS about you while you're gone? How would their jobs be tougher, or less enjoyable, when you're not there to help?
17. Which of the qualities you named in Question #14 above are ALSO true about YOU? For each quality that's true of YOU, tell what you DO to express that in everyday life.

PERSONAL VALUES

Review the nine personal values and check off what you feel are your top 3 personality traits.

- ☐ Honesty/integrity/morality.
- ☐ Dedication/hard-working/work ethic/tenacity.
- ☐ Dependability/reliability/responsibility.
- ☐ Loyalty.
- ☐ Positive attitude/motivation/energy/passion.
- ☐ Professionalism.
- ☐ Self-confidence.
- ☐ Self-motivated/ability to work with little or no supervision.

TRANSFERABLE SKILLS WORKSHEET

The following is a worksheet to help capture the skills you've developed from all aspects of your life that are transferable or applicable to the job(s) you are applying for.

When completing this worksheet, be sure not to limit yourself to just your work experience. Include activities such as classes/workshops, volunteer work or community service, travel, projects, parenting, hobbies, sports, caring for a family member, or any other relevant activity you have participated in.

If you are looking at jobs in more than one field, it may be helpful to make a copy of this worksheet, and use a separate copy for each job you apply for. Turn the page, and let's get started with the five skills that almost all employers seek!



TRANSFERABLE SKILLS WORKSHEET

1. Communication Skills (ability to listen, write & speak effectively): Give specific examples, especially examples of how you've excelled using this skill:

2. Interpersonal Skills (ability to relate to your co-workers by responding appropriately to the needs, feelings & capabilities of others): Give specific examples, especially examples of how you've excelled using this skill:

TRANSFERABLE SKILLS WORKSHEET

3. Teamwork Skills (ability to work effectively with others in a professional manner while attempting to achieve a common goal): Give specific examples of how you excelled using this skill.



TRANSFERABLE SKILLS WORKSHEET

4. Leadership Skills (ability to inspire or influence others toward achieving a common goal or objective, including mitigating conflict): Give specific examples of how you excelled using this skill.

5. Computer/Information Technology Skills (basic understanding of computer hardware/software, especially word processing, spreadsheets, & email): Give specific examples of how you excelled using this skill.

TRANSFERABLE SKILLS WORKSHEET



Now, identify your skills in the second tier of most-in-demand skills:

6. Adaptability/Flexibility Skills (ability to manage multiple assignments & tasks, set priorities & adapt to changing conditions & work assignments): Give specific examples of how you excelled using this skill.

TRANSFERABLE SKILLS WORKSHEET

7. Problem-Solving Skills (ability to find solutions to problems using creativity, reasoning, & past experiences along with available information & resources):
Give specific examples of how you excelled using this skill.



TRANSFERABLE SKILLS WORKSHEET

8. Organizational Skills (ability to design, plan, organize & implement projects & tasks within an allotted timeframe, including setting goals): Give specific examples of how you excelled using this skill.

9. Analytical Skills (Ability to assess a situation, seek multiple perspectives, gather more information, & identify key issues to be addressed): Give specific examples of how you excelled using this skill.

TRANSFERABLE SKILLS WORKSHEET

10. Multicultural Sensitivity/Awareness (ability to demonstrate a sensitivity & awareness to other cultures, abilities, age or other differences in the workplace):

Give specific examples of how you excelled using this skill.

Now, list skills specific to the job/type of job you're applying for. Get this information from the employment ad, job posting, or job description for the position.



TRANSFERABLE SKILLS WORKSHEET

Listed Skill: _____

Give specific examples of how you've excelled using this skill:

Listed Skill: _____

Give specific examples of how you've excelled using this skill:

TRANSFERABLE SKILLS WORKSHEET

Listed Skill: _____

Give specific examples of how you've excelled using this skill:

Listed Skill: _____

Give specific examples of how you've excelled using this skill:

TRANSFERABLE SKILLS WORKSHEET

Now, one last group of skill sets. Review these lists and in the remaining spaces, give examples of how you have used the skills that apply to you (and are relevant to the job/ type of job you seek), especially examples of how you've shined using these skills:

Research/Planning

- ☐ Forecasting, predicting
- ☐ Creating ideas
- ☐ Identifying problems
- ☐ Imagining alternatives
- ☐ Identifying resources
- ☐ Gathering information
- ☐ Solving problems
- ☐ Setting goals
- ☐ Extracting important information
- ☐ Defining needs
- ☐ Analyzing
- ☐ Developing evaluation Strategies

Human Relations

- ☐ Developing rapport
- ☐ Being Sensitive
- ☐ Listening
- ☐ Conveying feelings
- ☐ Providing support for others
- ☐ Motivating
- ☐ Sharing credit
- ☐ Counseling
- ☐ Cooperating
- ☐ Delegating with respect
- ☐ Representing others
- ☐ Perceiving feelings, situations
- ☐ Asserting

TRANSFERABLE SKILLS WORKSHEET

**Organization/Management**

- ☐ Initiating new ideas
- ☐ Handling details
- ☐ Coordinating tasks
- ☐ Managing groups
- ☐ Delegating responsibility
- ☐ Teaching
- ☐ Coaching
- ☐ Counseling
- ☐ Promoting change
- ☐ Selling ideas or products
- ☐ Decision making with others
- ☐ Managing conflict
- ☐ Implementing decisions

TRANSFERABLE SKILLS WORKSHEET

Work Survival

- ☐ Cooperating
- ☐ Enforcing policies
- ☐ Being punctual
- ☐ Managing time
- ☐ Attending to detail
- ☐ Meeting goals
- ☐ Enlisting help
- ☐ Accepting responsibility
- ☐ Setting and meeting deadlines
- ☐ Organizing
- ☐ Making decisions



HOMework/NOTES

[illegible]

MODULE 3:

TECHNOLOGY TODAY



STRATEGIES FOR OVERCOMING TECHNOPHOBIA

1. **Break it down.** Don't overwhelm yourself with thinking you need to learn everything at once. Break down what you need to master into small chunks or pieces.
2. **Only focus on what's useful.** Based on the type of job you're seeking, you don't have to know everything. Perhaps you just learn how to send an e-mail or use the Internet for job search. If the job you're looking for doesn't require you to learn other things, is it really necessary? Probably not.
3. **Build on your successes!** Small victories or successes are going to help build your confidence. Once you gain confidence, the fear will start to go away.
4. **Focus on what you know.** You've already accomplished so many things in your life already. This took time, effort, and sometimes money to accomplish. If you can learn those skills, you can learn other things as well.
5. **Get Help!** You are not alone in your need to learn about technology. There are many resources out there that can assist you, including the staff at the WorkSource Center. Whether you are someone that prefers a 'hands-on' approach or you'd rather learn on your own, resources are available to assist you.
6. **Understand how you learn best.** Our society and world is constantly changing. What you knew and did before is great, but sometimes you need to learn something new. This means stretching or pushing yourself. It also means determining the best way for you to understand and learn information quickly and effectively. Not everyone learns the same way. Perhaps you prefer to just read instructions or maybe you learn best by actually doing something. Whichever way you learn best, create opportunities for yourself to learn in a way in which you're most comfortable.



MY ACCOMPLISHMENTS

List your accomplishments on the lines below:

[illegible]

TECHNOLOGY TIPS

**TECHNOLOGY TIPS!**

Free online resource: <http://www.GCFLearnfree.org>

This site is offering computer and technology training free!

Getting Started classes include: Computer basics, Windows, Internet Basics, Email Basics, and Internet Safety. **Using Office Software** classes include: Word, Excel, PowerPoint, Access, Microsoft Office, OpenOffice.org, Outlook 2003, and Publisher 2003.

SETTING UP AN E-MAIL ACCOUNT



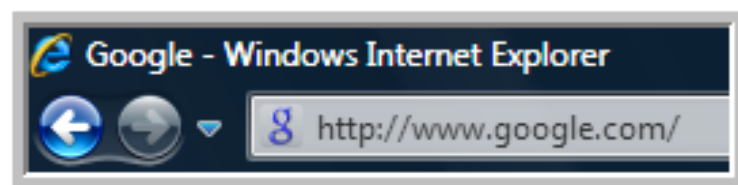
E-mail is a very effective and inexpensive way to keep in touch with people - much quicker than sending a letter and far less expensive than a long distance call. In today's job market, e-mail is commonly used to communicate with a potential employer, whether it's to ask questions about a particular job or to send in your cover letter and resume.

To send or receive e-mail, you will first need to set up an e-mail account that is specific to you. Amongst the most popular free e-mail providers are: MSN.com, hotmail.com, yahoo.com, and Google.com. Today we are going to review the basics of setting up an e-mail account using one of the many free providers available online.

Registering for your free e-mail address:

When you visit the homepage of the e-mail provider, you will generally see an option to register for a new account.

For this example, we are going to teach you how to sign up for a Gmail account at [Google.com](http://www.google.com). To get to the website, you will need to open up your internet browser, type in: <http://www.google.com>, and hit return on the keyboard.



SETTING UP AN E-MAIL ACCOUNT

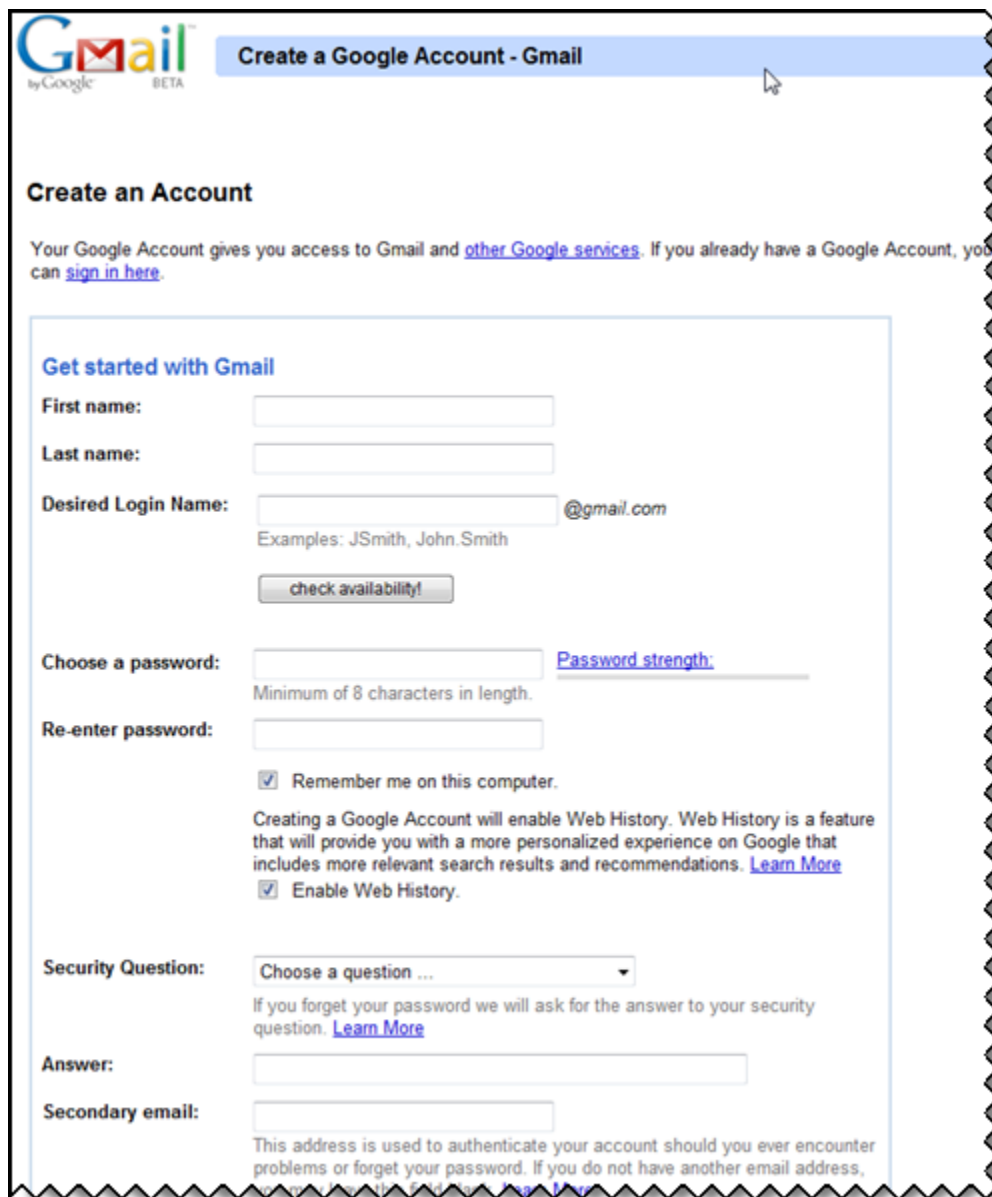
This will take you to the **Google.com** homepage. There, you will see **Gmail** written in the top left hand corner of the homepage screen.

Click on **Gmail** and you will be taken to a screen that allows you to sign up for a new account.



SETTING UP AN EMAIL ACCOUNT

Look for **Sign up for Gmail**, which should be located in the bottom right sign of the screen.



The screenshot shows the 'Create a Google Account - Gmail' page. At the top left is the Gmail logo with 'by Google' and 'BETA' text. The title 'Create a Google Account - Gmail' is in a blue header bar. Below the header, the text 'Create an Account' is followed by a paragraph explaining that a Google Account gives access to Gmail and other Google services, with a link to 'sign in here' for existing users. The main form area is titled 'Get started with Gmail' and contains several fields: 'First name:', 'Last name:', 'Desired Login Name:' (with a dropdown menu and a 'check availability!' button), 'Choose a password:' (with a 'Password strength:' indicator), 'Re-enter password:', a checkbox for 'Remember me on this computer.', a paragraph about Web History with a 'Learn More' link, a checkbox for 'Enable Web History.', 'Security Question:' (with a dropdown menu), 'Answer:', and 'Secondary email:'. A note at the bottom explains that the secondary email is used for authentication if the user forgets their password.

Here you will enter in your personal information and desired Login Name. Typically, an e-mail consists of two parts: your name and the domain name (e.g. joesmith@gmail.com) Since in this example your name is 'joesmith' and the domain name is gmail.com.

SETTING UP AN E-MAIL ACCOUNT

You can choose what you'd like your name to be, but have several options in mind if it turns out someone else is already using that name. If your first choice is already taken, the registration page will usually provide you with an alternative. Or you could add a number that will be easy for you to remember, such as your birth month or an anniversary date (e.g. joesmith0419@gmail.com).

Once you've entered all of your information, it will automatically create your account. Your e-mail account will function much in the same way as your postbox, so mail will wait for you there until you come in to read it.

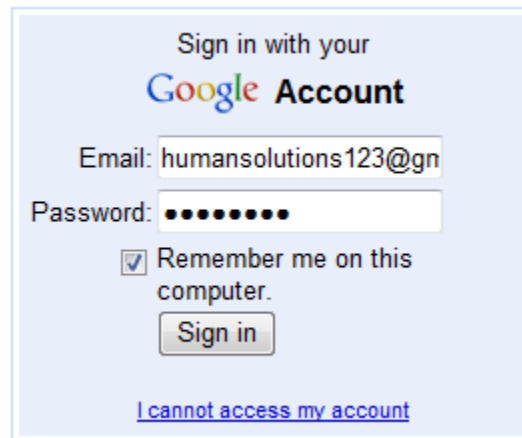
Sending an E-mail

Now that you have your account set up, you can go ahead and send your first message. To sign in to your Gmail account, type <http://www.google.com> into your Internet browser and hit return. In the top right hand corner of the screen, you will see the words [Sign in](#). Click on that link.



SETTING UP AN EMAIL ACCOUNT

Enter in your Email address (e.g. joesmith@gmail.com) and your password, which you created during the registration process. Once you've entered that information, click on the button that says **Sign in**.



Sign in with your
Google Account

Email:

Password:


☒ Remember me on this computer.

[I cannot access my account](#)

This will take you back to the homepage of Google.com. But, you will see your e-mail address on the top right hand side of the homepage. This means you have successfully logged in. Next, click on the **Gmail** button located on the top left side of the screen. This will take you into your Gmail mailbox!



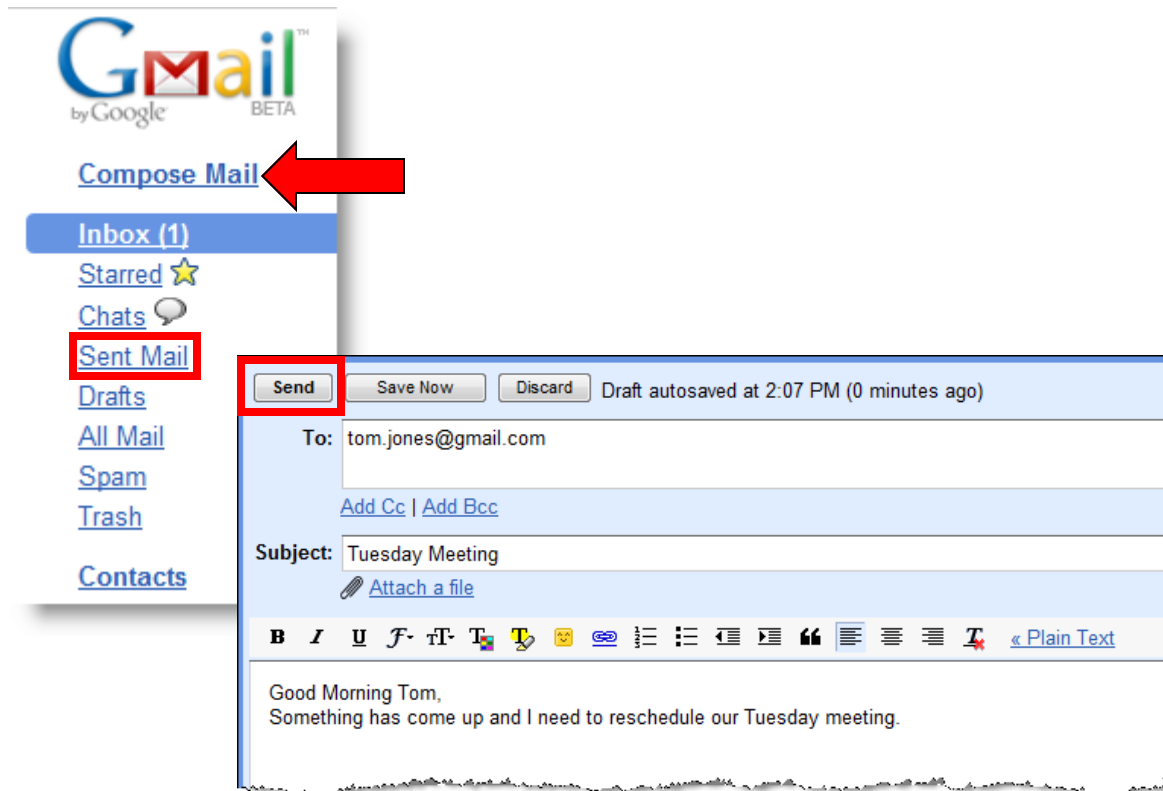
[humansolutions123@gmail.com](#) | [iGoogle](#) | [My Account](#) | [Sign out](#)



[Web](#) | [Images](#) | [Maps](#) | [News](#) | [Shopping](#) | [Gmail](#) | [more ▼](#)

SETTING UP AN EMAIL ACCOUNT

To compose a message, click on the **Compose Mail** button located on the top left side of the screen right above the word **Inbox**. You will see a screen that looks like this:



Carefully type in the e-mail address of the person you are sending an e-mail to in the **To:** box.

Next, choose a title for your message, and enter it into the **Subject:** box. When the e-mail arrives at the receivers mailbox, it will show who it's from and what the message is about.

In the large white text box, type in your message. It can be as long or as short as you'd like. When you are finished typing in your message, be sure to click the Check Spelling button on the right. Then, just click **Send**, which is located at the top left side of the message. It will usually take a moment or two for the message to leave, but it should be received on the other end almost immediately or within a few minutes. A copy of your message will be saved in the **Sent Mail** folder, which is on the left side of the screen.

SETTING UP AN EMAIL ACCOUNT

**A Note About SPAM**

Once you've had your account for a while, you may notice that you start receiving unsolicited advertisements in your inbox. This is called SPAM. It's much like the advertisements you receive daily in your postbox.

With e-mail SPAM, if you are unsure about a message or who sent it, the best thing to do is just delete the message. Just because it was mailed to you, doesn't mean it's someone you know.

If you respond to a SPAM e-mail, you may find that you start receiving more because this has just confirmed that your e-mail is a valid one. The best suggestion is to just delete them.

USING THE COMPUTER FOR YOUR JOB SEARCH

Most WorkSource Centers will have a list of available online resources, so be sure to check. Another good place to start is at the Career Resource Library of America's CareerInfoNet at: <http://www.acinet.org/acinet/library.asp>. It includes many resources such as general information about job hunting, links to job banks, which have listings of available jobs, and employer research tools. The research tools will help you to learn more about the employers you might apply with, which will prove very useful in job interviews.

In order to use the computer for job search, you will need to know how to do three things:



1 Navigate around the desktop of the computer with a mouse. The desktop of a computer is generally the first screen you see once a computer is turned on. It usually has a number of icons or small pictures on it. Your mouse is the tool you use to navigate around the desktop and computer by pointing and clicking on the icons or small pictures you want to open or use.

2 Open up an Internet browser, such as Internet Explorer or Firefox, with your mouse and type in a URL, Uniform Resource Locator. The URL is the global address, located at the top of your browser, that is used to find documents or other resources on the World Wide Web. An example of a URL is: <http://www.google.com>.

3 Last, since you may be submitting your resume and cover letter online, having an e-mail address and knowing how to check for and send an e-mail would be extremely helpful. (Refer to instructions on setting up an e-mail account).

O*NET SUMMARY REPORT: BANK TELLER POSITION

In order to determine what skills you need on your job, please refer to the O*Net information you gathered in Module 2 on the particular jobs you are looking for. You may be surprised to find that some jobs don't require technology skills. Let's look at this example for a Bank Teller position.

The O*Net information lists tasks, knowledge, skills a person would need for this position, including the Tools & Technology requirements.

o-net Occupational Information Network

O*NET OnLine

Related Sites • OnLine Help • Home

Occupation Quick Search: Go ?

Summary Report for:
43-3071.00 - Tellers

Updated 2004
InDemand

Receive and pay out money. Keep records of money and negotiable instruments involved in a financial institution's various transactions.

Sample of reported job titles: Teller, Customer Service Representative (CSR), Bank Teller, Member Services Representative, Account Representative, Customer Service Associate (CSA), Personal Banking Representative, Roving Teller, Teller Coordinator

View report: **Summary** Details Custom

[Tasks](#) | [Tools & Technology](#) | [Knowledge](#) | [Skills](#) | [Abilities](#) | [Work Activities](#) | [Work Context](#) | [Job Zone](#) | [Interests](#) | [Work Styles](#) | [Work Values](#) | [Related Occupations](#) | [Wages & Employment](#)

Tasks

- Balance currency, coin, and checks in cash drawers at ends of shifts, and calculate daily transactions using computers, calculators, or adding machines.
- Cash checks and pay out money after verifying that signatures are correct, that written and numerical amounts agree, and that accounts have sufficient funds.
- Receive checks and cash for deposit, verify amounts, and check accuracy of deposit slips.
- Examine checks for endorsements and to verify other information such as dates, bank names, identification of the persons receiving payments and the legality of the documents.
- Enter customers' transactions into computers to record transactions and issue computer-generated receipts.
- Count currency, coins, and checks received, by hand or using currency-counting machine, to prepare them for deposit or shipment to branch banks or the Federal Reserve Bank.
- Identify transaction mistakes when debits and credits do not balance.
- Prepare and verify cashier's checks.
- Arrange monies received in cash boxes and coin dispensers according to denomination.
- Process transactions such as term deposits, retirement savings plan contributions, automated teller transactions, night deposits, and mail deposits.

O*NET SUMMARY REPORT: BANK TELLER POSITION

For this particular job, you can see that there are specific **Tools** as well as **Technology** a person applying for this job would need to know.

Tools & Technology

Tools used in this occupation:

Alarm systems — Teller alarms; Vault security alarms

Check endorsing machines — Check encoders; Official check imprinters

Desktop computers

Multi function printers — Check validation printers; Journal printers; Passbook printers

Personal computers

Technology used in this occupation:

Accounting software — Information Technology Incorporated Premier Teller; Southern Data Systems TellerPro

Document management software — Hyland Software OnBase; ISCheck software

Electronic mail software — Microsoft Outlook

Enterprise resource planning ERP software — Jack Henry & Associates Vertex

Office suite software — Microsoft Office

[back to top](#)

Knowledge

Customer and Personal Service — Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

English Language — Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

Mathematics — Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

TECHNOLOGY PLAN OF ACTION

My Technology Action Plan

	Skill or Tool Needed	Comfort Level ^{**} (Rate 1-5)	Resources to Learn Skill/Tool	Frequency/ Completion Date
1	Setting up & using E-mail			
2	Using the mouse to navigate around the computer			
3	Using the Internet, including how to type in a URL address			
4				
5				
6				
7				
8				
9				
10				

****Any score of a 3 or lower should have a resource listed to increase your comfort level or address the skills needed in that area.**

STRATEGIES FOR ADDRESSING TECHNOLOGY CONCERNS

Identify any skills or tools that you think you will still be learning or that may need to be learned on the job.

HOMEWORK/NOTES

[illegible]

MODULE 4:

JOB SEARCH TOOLS & STRATEGIES



MODULE 4 OVERVIEW

In this module, we'll be covering various job search tools and strategies, including:

- Laws that protect you
- Tips for addressing or avoiding age discrimination
- Gaps in employment history, and
- Job search techniques

Additional information about resume writing and interviewing skills is located in the Appendix of the workbook.

THE AGE DISCRIMINATION IN EMPLOYMENT ACT (ADEA)

According to the U.S. Department of Labor, The Age Discrimination in Employment Act (ADEA), passed in 1967, “protects certain applicants and employees 40 years of age and older from discrimination on the basis of age in hiring, promotion, discharge, compensation, or terms, conditions or privileges of employment.”

According to EEOC Guidance, (Link: <http://www.eeoc.gov/types/age.html>) the ADEA protects employees and job applicants from age-related discrimination related to the following:

- 1. Job Notices and Advertisements.** Employers are not allowed to exclude applicants based on age. However, “A job notice or advertisement may specify an age limit only in the rare circumstances where age is shown to be a “bona fide occupational qualification” (BFOQ) reasonably necessary to the normal operation of the business.”
- 2. Pre-Employment Inquiries.** While it is not expressly illegal to ask age-related questions, such as date of birth before employment, “requests for age information will be

(cont.) closely scrutinized to make sure that the inquiry was made for a lawful purpose, rather than for a purpose prohibited by the ADEA.”

3. Benefits. In 1990 the Older Workers Benefit Protection Act was passed and prohibits employers from denying benefits to older workers. Not wanting to have cost of benefits be a disincentive to hire older workers, Congress added that, “in limited circumstances, an employer may be permitted to reduce benefits based on age, as long as the cost of providing the reduced benefits to older workers is the same as the cost of providing benefits to younger workers.”

With that being said it is important to note that not all cases win. So keep that in mind when considering taking a claim to the EEOC.

AMERICANS WITH DISABILITIES ACT AMENDMENT ACT (ADAAA)

Americans with Disabilities Act Amendment Act (ADAAA), which replaced the American's with Disabilities Act (or ADA) on January 1, 2009, protects people with disabilities from unlawful discrimination by employers with 15 or more employees, as well as employment agencies and labor organizations. In California, the Fair Employment Housing Act (FEHA) extends the law to employers with 5 or more employees.

It is important to note the definition of a person with a disability. According to the EEOC

“An individual with a disability is a person who:

- Has a physical or mental impairment that substantially limits one or more major life activities;
- Has a record of such an impairment; or
- Is regarded as having such an impairment.”

Link: <http://www.eeoc.gov/policy/docs/902cm.html>

Link to FEHA information: <http://www.dfeh.ca.gov/DFEH/default/>

AGE DISCRIMINATION

Reasons Employers Don't Want to Hire "Mature" Workers

Instructions: On the left, jot down some of the reasons you think an employer may be hesitant to hire a mature worker. On the right, write down some ways you can address these concerns during the job search process.

<i>Reason</i>	<i>How You Can Address This</i>

ARTICLES ON AGE DISCRIMINATION

Below are some resources and articles on age discrimination.

The full articles are located in the Appendix of your workbook.

Age Discrimination: How Old is Too Old?

<http://jobsearch.about.com/cs/careerresources/a/agediscriminat.htm>

Prevent Age Discrimination at Work

http://careerplanning.about.com/od/federallawsus/a/age_discriminat.htm

Equal Employment Opportunity

<http://www.dol.gov/dol/topic/discrimination/agedisc.htm>

EXPLAINING GAPS IN EMPLOYMENT HISTORY

How to Explain Gaps in Employment History

Sometimes gaps in employment just can't be avoided. Sometimes, it's by choice. Other times, it's not. How you explain your particular gap in employment depends on your particular situation.

Here are some suggestions for addressing these gaps:

1. When listing the dates on your resume, you don't have to list the month/year if you were in a position that lasted multiple years. For example, if you worked from May, 2003 to February, 2007, you could just say 2003-2007. This would give you some flexibility in covering the gaps if they occurred for several months between jobs.
2. The format or type of your resume can make a difference in minimizing gaps. Be sure not to bold the dates or use a font that is smaller than the one used for the company name or job title. This will draw attention to the dates, making the gaps more obvious. You can also elect to use a combination resume and include a Summary Statement and Career Highlights section at the start of the resume.
3. It's not necessary to include all of your experience on your resume, especially if you have a long work history. For a managerial or professional position, it's okay to omit jobs that are more than 15 years old. For a technical job, you can omit jobs older than 10 years old. For a high tech job, you can omit jobs that are 5 years or older.

EXPLAINING GAPS IN EMPLOYMENT HISTORY

4. Often, it's easy to overlook the things you were doing while you weren't in a paid position. Be sure to include other experience while you weren't employed. Perhaps you were volunteering or were taking care of a sick family member. All those experiences count as work and should be included in your resume. List them the same way you list other jobs - with the job title, company name, job description and dates you were employed. If you took a class, you can list that in the Education section of your resume.
5. Generally, there isn't a place on your resume to record the reason you were out of work. As mentioned previously, use your cover letter to help explain the gaps in your resume. This will provide the employer with an explanation of why you were out of work.
6. Always tell the truth. If you lie on your resume, it is only a matter of time before the employer finds out. The first place he/she may find out is during an interview when you've forgotten what you included in your resume. Employers also verify work history and for some jobs, do background checks. Don't get caught. If working at a particular job is that much of a stretch, find a position that is a better match for your skills and abilities.

ADDRESSING AGE DISCRIMINATION

Tips to Avoid Triggering Age Discrimination

Here are some tips to address age discrimination:

1. As mentioned earlier, limit your experience. If it's important to include your experience beyond the dates previously specified, list your experience in an "other experience" category and leave off the dates.
2. This is an instance when you may want to consider using a functional resume versus a chronological resume. An example can be found in the Appendix of your workbook.
3. Exclude dates whenever it's appropriate. One place that often "ages" job seekers is the education section. Don't include your graduation year, especially if it was a long time ago.
4. Include in your cover letter your interest in learning and willingness to be flexible. Be prepared to give examples of your flexibility.
5. Keep your skills up to date. Follow the Technology Plan you created in Module 3 (insert page number of plan) to ensure you keep up with what's needed on the job.

IDENTIFYING CONCERNS WITH GAPS IN EMPLOYMENT

- ✓ If you have been unemployed for two calendar years or more, you'll most likely need to address the gap in employment. Focus on the things you were doing during that time and how you can present them in a way that's relevant to the job you're seeking. This could include volunteer work, education, travel, a hobby or any other activity that relates to the job.
- ✓ If your gap doesn't relate to the job, do your best to answer the question honestly and with confidence. Try to avoid any references to illness, disability or rehabilitation. This usually peaks an employer's attention. Speak about something else you were doing during that time, even if it doesn't relate. You don't need to go into extensive detail.
- ✓ Just give enough information to sufficiently answer the question. Often, because people are nervous, they tend to say more than what's needed. Since this may be personal information you're sharing, you want to keep it as brief as possible.

"Here are some Guidelines that may help you with your responses."



IDENTIFYING CONCERNS WITH GAPS IN EMPLOYMENT

Issue: _____

Response: _____



Issue: _____

Response: _____

IDENTIFYING CONCERNS WITH GAPS IN EMPLOYMENT

Issue: _____

Response: _____



Issue: _____

Response: _____

IDENTIFYING CONCERNS WITH GAPS IN EMPLOYMENT

Issue: _____

Response: _____



Issue: _____

Response: _____

JOB SEARCH METHODS

Please circle at least 5-8 methods you would like to include in your job search strategy from the list below.

1. Newspaper ads
2. Magazine ads
3. Professional & Trade Association job finders
4. Job Search Engines
5. Job Banks - online sites where you can post your resume
6. CalJobs - sponsored through the Employment Development Department in California
7. Company Websites - job postings are often listed on company websites
8. In person cold canvass - visit employers to determine vacancies
9. Telephone cold canvass - call employers by phone
10. Temporary agencies
11. Executive search firms - also called "headhunters." These agencies help employers identify persons for specialized jobs.
12. Volunteer work
13. Part-time work experience
14. Temporary or summer work
15. Join a 40-plus or 65-plus group - they are located in most major cities or areas & can often provide job related referrals
16. Join a job club or job search group
17. Tell family, friends, & acquaintances

JOB SEARCH METHODS



18. Federal job centers
19. Membership services (for those associated with professional organizations)
20. Federal civil service offices
21. County or City personnel office
22. Internships (if available)
23. Networking & Mixers (in person)- be specific who you will be networking with
24. Networking (online) - you can create a profile online highlighting your experience & expertise & connect with others in your industry (e.g. Facebook.com, LinkedIn.com, JobFox.com) *
25. Former employers
26. Fellow employees
27. Religious leaders (if you belong to a church or religious organization)
28. Informational interviews
29. Job Fairs

* A list of Social Networking sites can be found at:

http://en.wikipedia.org/wiki/List_of_social_networking_websites

JOB SEARCH METHODS WORKSHEET

Write down the methods you circled from the list of job search methods.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

RESEARCH COMPANY

Research Jobs and Employers—Online Job Postings

Search this online job-posting board:	For these types of jobs...
Monster.com, CareerBuilder.com	Monster.com and CareerBuilder.com post many jobs for a broad range of job seekers.
HotelJobs.com, TeacherJobs.com	HotelJobs.com and TeacherJobs.com are examples of specialized boards for industries and occupations.
TheLadders.com	TheLadders.com is a job-search engine that is based on an expected income level.
RetirementJobs.com, AARP.org	RetirementJobs.com and AARP.org are job-search portals specializing in workers who are 50+.
RetirementJobs.com, AARP.org, Monster.com, CareerBuilder.com, SnagAJob.com	RetirementJobs.com, AARP.org, Monster.com, CareerBuilder.com, and SnagAJob.com are good sites to look for hourly wage positions.
RetirementJobs.com, AARP.org, Monster.com, CareerBuilder.com, SnagAJob.com	RetirementJobs.com, AARP.org, Monster.com, CareerBuilder.com, and SnagAJob.com are also good sites to look for salaried positions (professional, senior technical, sales, managerial).
TheLadders.com, 6figurejobs.com, Execunet.com, Executive Search Online	The Ladders.com, 6figurejobs.com, Execunet.com, and Executive Search Online are sites you can use to search for higher paid salaried positions.

RESEARCH COMPANY

Research Jobs and Employers—Employment Agencies and Placement Firms

Search for Employment Agencies or Placement Firms for:	Using...
Hourly wage positions	Hourly wage positions can be located using the Yellow Pages, online, through the One-Stop Center, or a local employment services agency.
Salaried positions	Salaried positions are found through employment agencies that specialize in specific industries or professions. The Yellow Pages, the Internet, or your own networking should reveal reputable agencies.
Higher paid, salaried positions	Higher paid, salaried positions are found through agencies that specialize in “retained search” or headhunter firms.

Research Jobs and Employers—Traditional Print Advertising

Search for Employment Agencies or Placement Firms for:	Using...
Hourly wage positions	Hourly wage positions can be found in the Classified or Help Wanted sections of major and local newspapers.
Salaried positions	Salaried positions can also be found in the newspaper, but you’ll also want to look in the trade and professional journals relevant to your field.
Higher paid, salaried positions	Higher paid, salaried positions are not likely to be in job ads. Nonprofit, education, and health care positions are often advertised this way, however.

RESEARCH COMPANY**Resources for researching a company:**

On the web:

- Company website
- Hoovers.com
- Vault.com
- Google and Yahoo!

Magazines, periodicals and other publications such as:

- Fortune
- Forbes
- Black Enterprise
- BusinessWeek
- The Wall Street Journal
- Jungle Media
- Hispanic Business
- Working Mother

IMPORTANCE OF NETWORKING

WHAT is networking? Networking means making connections with people. It's probably the most important thing you can do to achieve professional success.

WHY should I network? Eighty percent of all available jobs are not formally posted. Landing a position is more easily accomplished through word of mouth. Sixty percent or higher of all jobs are found by networking.

WHEN do I network? You should always be networking, no matter what your current job status. You never know when you will need to call on your contacts or when they may have a lead on an exciting new opportunity.

WHERE can I network?

- ❖ Online communities like AARP
- ❖ Networking and support groups
- ❖ Social networking sites (Facebook, LinkedIn, Five O'Clock Club, Women for Hire)
- ❖ Holiday gatherings
- ❖ Business socials or an association meeting or event
- ❖ Discussion boards on the internet (Job Search Forum, message boards)
- ❖ Professional associations
- ❖ Trade associations you belong to
- ❖ Give speeches to local clubs
- ❖ Join boards, such as at a local school or nonprofit organization
- ❖ Volunteer at a local nonprofit

(continued on next page)

IMPORTANCE OF NETWORKING

WHO do I network with?

- ❖ Current and former colleagues
- ❖ Acquaintances from professional organizations
- ❖ Business associates of family and friends
- ❖ Neighbors, relatives, organizations, religious or community groups, book clubs, fellow volunteers
- ❖ Reconnect with old acquaintances

HOW do I network?

- ❖ Prepare an “elevator speech” (a 30-second summary of who you are and what you’d like to do professionally)
- ❖ Build rapport by contacting people when you don’t need anything
- ❖ Stay in touch every few months
- ❖ Ask for advice, not a job
- ❖ If you have news or a problem to solve, pick up the phone or send an email telling someone else about it
- ❖ Follow up with a “thank you” or an email

NETWORKING RESOURCES AND ARTICLES

Below are some networking resources. Full articles are located in the Appendix of this workbook.

Tips for Social Networking

http://www.aarp.org/money/work/articles/successful_tips_for_networking.html

How to Use Job Search Networking to Find a Job

<http://jobsearch.about.com/cs/networking/a/networking.htm>

Networking Tips for Introverts

<http://www.jobsinthemoney.com/news.php?articleID=694>

Networking at 50-Plus

<http://career-advice.monster.com/job-search/professional-networking/networking-at-50-plus/article.aspx>

MYTH BUSTERS

Indicate if each statement is a myth or not by checking Yes or No.

	Myth?	
	Yes	No
1. Mature workers are less productive.		
2. Mature workers are sick more often.		
3. Mature workers are more likely to leave employers.		
4. Mature workers are less competent.		
5. Mature workers are less capable of making decisions.		
6. Mature workers are less intelligent.		
7. Mature workers are inflexible and set in their ways.		
8. Mature workers don't learn as well.		
9. Mature workers are more expensive to employ.		
10. Mature workers are technology challenged.		
11. Mature workers aren't flexible or adaptable.		
12. Mature workers can't or won't learn new skills.		
13. Mature workers don't stay on the job long.		
14. Mature workers take more sick days than younger workers.		
15. Mature workers have more accidents.		
16. Mature workers are more expensive.		
17. Mature workers are less productive.		
18. Mature workers are not as creative or as innovative as younger workers.		

Articles about myths and mature workers are located in the Appendix.

PLAN OF ACTION

What are your next steps? Please note your appointments and potential opportunities to gain volunteer/ work experience in the tables below on this and the following page.

Action to be Taken (Opportunities)		Completed (insert check mark)
1		
2		
3		
4		
5		

PLAN OF ACTION -APPOINTMENTS



Appointment Log		
Date	Time	Completed (checkmark)

HOMEWORK/NOTES

[illegible]

MODULE 5:

INTERVIEWING & JOB PLACEMENT ESSENTIALS



COMPANY CULTURE

Check the characteristics that appeal to you.

Characteristics of working for SMALL companies (workforce of 500 or less)	Characteristics of working for LARGE companies (total workforce of 2,000 or more)
<input type="checkbox"/> Greater chance of being noticed	<input type="checkbox"/> May feel like a small piece of an overall puzzle
<input type="checkbox"/> Don't get lost in the crowd	<input type="checkbox"/> Benefits offered (health care packages, paid vacations, etc.)
<input type="checkbox"/> Pay raises if you are a strong performer	<input type="checkbox"/> May start with a higher salary
<input type="checkbox"/> Able to learn new skills and handle a variety of projects	<input type="checkbox"/> Greater access to training programs (onsite and in the community)
<input type="checkbox"/> Ability to interact directly with top management	<input type="checkbox"/> Less interaction with management due to the many layers of management
<input type="checkbox"/> Closer to decision makers and may have impact on decisions made	<input type="checkbox"/> Not as involved with decision makers
<input type="checkbox"/> Opportunities to advance may be a little ore limited	<input type="checkbox"/> More opportunity for career advancement
<input type="checkbox"/> Managers and owners have the flexibility to make decisions quickly and on the spot	<input type="checkbox"/> Decisions may involve several tiers of approval before something can be done
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

COMPANY CULTURE NOTES

[illegible]

50 BEST COMPANIES TO WORK FOR**2009 AARP Best Employers for Workers Over 50**

http://www.aarp.org/money/work/best_employers/best_employers_list_2009/

This biennial recognition program honors companies and organizations who value the workers that are 50+.

- | | |
|--|--|
| 1. Cornell University | 26. The Aerospace Corporation |
| 2. First Horizon National Corporation | 27. ACUITY |
| 3. National Institutes of Health | 28. Harvard University |
| 4. The YMCA of Greater Rochester | 29. Pepco Holdings, Inc. |
| 5. National Rural Electric Cooperative Association | 30. F.E.G.S. Health and Human Services System |
| 6. S. C. Johnson & Son, Inc. | 31. San Antonio Lighthouse for the Blind |
| 7. Massachusetts Institute of Technology | 32. Horizon Blue Cross Blue Shield of New Jersey |
| 8. Stanley Consultants | 33. University of Pittsburgh |
| 9. Brevard Public Schools | 34. Solix Inc. |
| 10. George Mason University | 35. Avis Budget Car Rental, LLC |
| 11. City of Glendale, Arizona | 36. S&T Bank |
| 12. Securian Financial Group | 37. Michelin North America |
| 13. Dept of Veterans Affairs, Veterans Health Admin. | 38. Pearson |
| 14. Nevada Federal Credit Union | 39. Corinthian Colleges, Inc. |
| 15. Pinnacol Assurance | 40. FCCI Insurance Group |
| 16. Oklahoma City University | 41. Hanson Professional Services Inc. |
| 17. Intuitive Research and Technology Corporation | 42. Union Bank |
| 18. Blue Cross and Blue Shield of North Carolina | 43. MEI Technologies, Inc. |
| 19. DentaQuest | 44. Intel Corporation |
| 20. Adecco Group North America | 45. FINRA |
| 21. Manheim | 46. Winston-Salem Industries for the Blind, Inc. |
| 22. Commonwealth of Massachusetts--Executive Branch | 47. GA Department of Human Resources |
| 23. Lee County Electric Cooperative | 48. Express Employment Professional |
| 24. Virginia Commonwealth University | 49. Prestige Services, Inc |
| 25. GlaxoSmithKline | 50. University of St. Thomas |

50 BEST COMPANIES TO WORK FOR

AARP also recognizes the top 15 Hospitals/Health Care Organizations that value the workers that are 50+.

1. Atlantic Health
2. Lee Memorial Health System
3. Mercy Health System
4. Bon Secours Richmond Health System
5. Jennings Center for Older Adults
6. WellStar Health System
7. Scripps Health
8. TriHealth, Inc.
9. University of Texas M. D. Anderson Cancer Center
10. West Virginia University Hospitals
11. Pinnacle Health System
12. Northern Michigan Regional Health System
13. MidMichigan Health
14. Central Florida Health Alliance
15. Saint Vincent Health System

50 BEST COMPANIES TO WORK FOR

These companies joined with AARP in the AARP National Employer Team program because they recognize that mature workers make up a very important part of the workforce.

http://www.aarp.org/money/work/articles/national_employer_team.html

(view the website for additional information)

Retail featured employers:

- The Home Depot
- Borders Group
- CVS/pharmacy
- Walgreens
- Toys R Us / Babies R Us
- Staples, Inc.

Health Care featured employers:

- WellStar Health System
- Johns Hopkins Medicine
- Quest Diagnostics
- Scripps Health
- Universal Health Services

Caregiving featured employers:

- Bright Horizons Family Solutions
- Home Instead Senior Care
- Right at Home
- Synergy HomeCare

Business and Marketing Services featured employers:

- AnswerNet Network
- News America Marketing
- Pitney Bowes, Inc.
- APAC Customer Services, Inc.
- Sitel, Corp.

Communications featured employers:

- AT&T
- Comcast Cable Communications, Inc.
- Verizon

Federal Government featured employers:

- Internal Revenue Service
- Peace Corps
- Office of Disaster Assistance (SBA)

Financial featured employers:

- MetLife, Inc.
- New York Life Insurance Company
- Principal Financial Group
- SunTrust Bank

50 BEST COMPANIES TO WORK FOR

Hospitality and Other Industries featured employer:

- ▶ La Quinta Hotels

Staffing and Security Services featured employers:

- ▶ Adecco
- ▶ AlliedBarton Security Services
- ▶ Express Employment Professionals
- ▶ Kelly Services, Inc.
- ▶ Manpower, Inc.
- ▶ Robert Half International
- ▶ Spherion Corporation
- ▶ Vedior North America

Transportation and Travel featured employers:

- ▶ Avis Budget Group / ABG
- ▶ Schneider National, Inc.

DRESSING FOR THE INTERVIEW

How to Dress for an Interview

Women's Interview Attire



Men's Interview Attire



PROFESSIONAL APPEARANCE—DRESSING FOR SUCCESS

Dress for the Industry

Examples of Dress Code	What is Not Allowed	Interviewee MISTAKES
Hospitality <ul style="list-style-type: none"> ▶ Business suit with tie ▶ Business-appropriate dress/skirt ▶ Slacks and collared shirt 	<ul style="list-style-type: none"> ▶ Gym shoes or sweats ▶ Anything sleeveless ▶ Open-toe shoes ▶ Jeans or cargo pants 	<ul style="list-style-type: none"> ▶ Take casual too far ▶ Not looking clean and pressed ▶ On jeans day, wearing sweat-shirts or t-shirts
Business Consulting <ul style="list-style-type: none"> ▶ Business suit with tie ▶ Conservative dress ▶ Slacks and collared shirt ▶ Nice pants/skirt with blouse 	<ul style="list-style-type: none"> ▶ Tank tops, mesh shirts ▶ Open-toe shoes or sandals ▶ T-shirts with graphics ▶ Cargo pants 	<ul style="list-style-type: none"> ▶ Clothes that don't fit properly ▶ Overly trendy clothes ▶ Use of slang or too much "um" ▶ Unsure of how they will fill the job requirements ▶ Not willing to do entry-level
Technology & Engineering <ul style="list-style-type: none"> ▶ Shirt and tie with jacket ▶ Jacket ensemble for ladies ▶ Button front shirts, no tie 	<ul style="list-style-type: none"> ▶ Jeans ▶ T-shirts 	<ul style="list-style-type: none"> ▶ Going too casual ▶ Clothes that don't fit properly or not ironed ▶ Wearing shoes that don't compliment the outfit
Advertising & Media <ul style="list-style-type: none"> ▶ Suited look when meeting with clients ▶ Button-front shirt and tie ▶ Nice skirt/slacks ▶ Closed-toe leather shoes 	<ul style="list-style-type: none"> ▶ Mini-skirts ▶ Jeans and t-shirts ▶ Tennis shoes ▶ Shorts, sandals 	<ul style="list-style-type: none"> ▶ Overpowering cologne or perfume ▶ Too much makeup ▶ Not wearing a suit

PROFESSIONAL APPEARANCE—DRESSING FOR SUCCESS

Dress for the Industry (continued)

Examples of Dress Code	What is Not Allowed	Interviewee MISTAKES
Healthcare <ul style="list-style-type: none"> ▸ Suits and ties ▸ Dresses/skirts to the knee ▸ Dress slacks ▸ Collared shirts/blouses ▸ Casual slacks ▸ Polo or button-front shirts 	<ul style="list-style-type: none"> ▸ Artificial nails ▸ Dangling jewelry ▸ T-shirts with logos ▸ Tank tops ▸ Sundresses ▸ Shorts ▸ Jeans 	<ul style="list-style-type: none"> ▸ Flip flops ▸ Low cut tops ▸ Short skirts ▸ Shorts ▸ Tight clothing ▸ Unshined shoes ▸ Chewing gum
Manufacturing <ul style="list-style-type: none"> ▸ Business suit with tie ▸ Dress and pantyhose ▸ Shirt and tie ▸ Slacks with blazer ▸ Dress pants/nice khakis 	<ul style="list-style-type: none"> ▸ Capris or mini-skirts ▸ Jeans and tennis shoes 	<ul style="list-style-type: none"> ▸ Short skirts ▸ Cell phone ringing during interview ▸ Visible body piercings ▸ Missing the details (not removing tags from clothes)
Banking/Finance <ul style="list-style-type: none"> ▸ Business suit with dress shirt, tie ▸ Dress slacks or skirt ▸ Button-front shirt ▸ Dress shoes 	<ul style="list-style-type: none"> ▸ Sneakers or gym shoes ▸ Jeans 	<ul style="list-style-type: none"> ▸ Going too casual ▸ Dressing in out-of-style or overly trendy clothing ▸ Low-cut blouses or skirts that don't come to the knee ▸ Hairstyles where eyes are ob-
Law/Government/Politics <ul style="list-style-type: none"> ▸ Business suit and tie ▸ Blazer, dress shirt ▸ Minimal jewelry ▸ Sport coat and slacks 	<ul style="list-style-type: none"> ▸ Tennis shoes ▸ Short skirts 	<ul style="list-style-type: none"> ▸ Going too casual ▸ Too-short skirts ▸ Tight-fitting clothes ▸ Wrinkled clothes

ARTICLES ON BENEFITS OF HIRING MATURE WORKERS

The Value of Older, Mature Workers**Source: AARP.org | September 14, 2007****A Large Company's Experience**

As the director of human resources at Roche Pharmaceuticals in Nutley, NJ, Brad Smith believes his company would be hard pressed to develop and bring products to market without older workers.

"I don't think we'd be as successful in commercializing and developing our products," he says, adding that between 30 and 40 percent of the company's 5,000 employees are over the age of 50. "We're hiring people with 20+ years of experience in a specific area, who are very hard to find."

Like Smith, human resource professionals understand the unique contributions that mature workers bring to the table. Their real value comes from experience, which takes many forms. Sometimes that experience enables them to mentor other workers, lend different perspectives or introduce best practices from past employers. In the end, employers benefit because now they've built a collective body of knowledge that can blend old mistakes and successes with fresh ideas to streamline practices and produce more effective results.

Consider employers in the pharmaceutical industry. It can take 12 years to bring a product to market. Smith says people with an extensive industry background really understand the dynamics of this process, everything from research and development to manufacturing, often lending a bird's eye perspective.

"At every organization, there's a tendency to become narrow in your thinking, siloed in your specialty," he says. "I find that workers who have lots of experience can often see beyond that and see the big picture because they have such a breadth of knowledge and experience." He estimates that more than half of Roche's positions require someone with extensive pharmaceutical or related industry experience. When it comes to hiring employees, he believes there's one golden rule most, if not all, industry recruiters subscribe to - the more experience, the better.

ARTICLES ON BENEFITS OF HIRING MATURE WORKERS

The Value of Older, Mature Workers (continued)**In a Small Business**

Experience can be very powerful, especially when it is used to help small companies grow and position themselves in the marketplace. Ray Rosen discovered this after launching Education Perspective, a Boston tutoring service, in January 2007. Her company's goal was to offer convenient and affordable tutoring to preK-12 students.

Initially, she hired Ph.D. candidates at nearby colleges and teachers who were on job leave for part time work. But some teachers expected higher pay than most parents could afford. Worse yet, graduate students used the opportunity as a springboard for other jobs, sometimes dropping students after forming relationships with them. Concerned about the reputation of her fledgling company, Rosen had to change recruiting strategies and fast.

"Every experience has to be a positive one when growing a business, especially when you're dealing with children," she says. "I've always been aware that baby boomers want to work after retirement. I had also been exposed to intergenerational learning many years ago [where retirees work with students in the classroom]. That made a big impression on me."

Rosen contacted a local senior center that offered job assistance and began hiring retired teachers. Less than six months later, six out of her 10 employees were over the age of 55. They're perfectly suited for the job for many reasons. They're passionate about teaching and prefer flexible, part time hours, which works especially well during the summer months when business is slower.

Even better, many create long lasting relationships with these students, their siblings and parents. That approach translates into repeat business.

Rosen is grateful for the stability that older workers offer her company. In return, she says they're appreciative of the opportunity to actively work with students.

She says everything related to the future success of her business boils down to reputation. What better way to develop one than by hiring experienced and dedicated people?

ARTICLES ON BENEFITS OF HIRING MATURE WORKERS

The Value of Older, Mature Workers (continued)**Mature workers also bring...**

Employers recognize the value of mature workers for their knowledge, experience and flexibility. There are other attributes that make mature workers an important commodity in the workplace. Here are additional examples shared by other employers:

- They serve as mentors, guiding younger or inexperienced employees
- They transfer their knowledge and life lessons to other workers
- They hit the ground running, requiring little, if any, training
- They share different perspectives from previous employers and experiences
- They tend to see the big picture, helping management make decisions that best meet company needs, both short and long term
- They add stability to the workforce
- They pay attention to detail, avoiding costly mistakes
- They recognize the importance of customer service
- They enhance the level of maturity in their workplace
- They come to work on time, preventing gaps in coverage and potentially the need for employers to pay overtime

ARTICLES ON BENEFITS OF HIRING MATURE WORKERS

"Retired" Workers are often Great Employees**Laune Arendt**

WHEN RALPH BECK RETIRED AFTER MORE THAN 32 years in law enforcement, he did something he never imagined he would be doing: he traded in his badge for a mop.

"I had no intention of doing anything when I retired," says Beck, who started off his law enforcement career as a member of the California Highway Patrol and recently retired as a sergeant for the Fox Point Police Department.

"But now I work about 12 hours a week in maintenance for the middle school doing whatever they need me to do."

Sometimes that means mowing the lawn. Other days, it is cleaning up the lunch room or using a little WD-40 on a stuck locker. Beck doesn't see the few hours he works as such a big deal.

"It breaks up my week" he says. "You can only putter in your basement for so long before there's nothing left to do."

Retired workers are not a new part of the workforce, but as a demographic group, they certainly will be growing during the next few years.

According to statistics supplied from the Department of Workforce Development, the first members of the demographic bulge known as the baby boom generation turn 59 years old this year; the youngest are celebrating their 40th birthdays.

The DWD reports that most people hope to partially retire at age 62 or earlier. Those that stay in the workforce are often motivated by a completely different set of job perks.

"The most appealing aspect of my part-time job is the flexibility," says Beck.

ARTICLES ON BENEFITS OF HIRING MATURE WORKERS**"Retired" Workers are often Great Employees (continued)**

It is an advantage that can be beneficial for both the employee and the employer. Beck recently returned from an extended weekend trip to Arizona. Unlike a full-time employee, he did not use allotted vacation or personal time. He simply took the days off without penalty.

Last summer, Beck's primary job was mowing the various school lawns within the Grafton school district.

"We had a spell where there wasn't any rain at all and the grass stopped growing," says Reck. "I didn't put any hours in for a few weeks."

The give-and-take nature of employing a mature employee can have a distinct financial advantage for employers, as Beck exemplifies.

"At my age, I'm not really looking for career advancement," Beck says. "And I'm certainly not in it for the money. In fact, I've been setting my school pay aside to buy a new computer."

According to research released by the U.S. Department of Labor, mature workers have said that they typically want to keep working as long as their work is "interesting and challenging" and flexible.

Some still may be seeking full-time work with benefits that don't necessarily appeal to younger workers, such as elder or long-term care for their parents and wellness programs targeted at more mature bodies.

ARTICLES ON BENEFITS OF HIRING MATURE WORKERS

"Retired" Workers are often Great Employees (continued)

And the old assumption that mature workers are fearful of new technology and methods doesn't hold up any more. In fact, the American Society on Aging has reported that the fastest-growing group of Internet users are older than 50. The ASA also reports that, based on their research, 75% of mature workers agree that computer skills are necessary to work in the 21st century.

One of the biggest advantages to hiring a mature worker, particularly one with a desirable first career, is the wealth of knowledge and dedication that he or she can bring to a post-retirement position.

Though Beck has hung up his badge for good, he still uses many of his soft skills, such as time management and interpersonal skills, at the school.

"In my opinion, I think most people my age bring a good work ethic with them," he says.

"We understand the importance of being at work every day, of getting there on time and doing a good job. We're still good employees even though we are retired."

Laune Arendt is a contributing editor of Corporate Report Wisconsin. Send comments and suggestions to focus@wistrails.com.

A. "'Retired' workers are often great employees." Corporate Report Wisconsin. 2004. High-Beam Research. (November 16, 2009). <http://www.highbeam.com/doc/1P3-651765051.html>

BASIC COMPETENCIES

You should have the basic competencies required for the position. Be sure to thoroughly read the job description to ensure your skills are a good fit for the job. Don't spend time applying for jobs you're not qualified for.

Other basic competencies include:

- ▶ Reading
- ▶ Writing
- ▶ Computation
- ▶ Technology

Plus, any other specific job-related skills. These are considered “hard” skills.

For example:

- ▶ Typing 45 words per minute
- ▶ Knowledge of construction (e.g. carpentry, plumbing, HVAC or electrical)
- ▶ 2 years experience in the banking industry
- ▶ Bilingual skills (e.g. Spanish, Chinese)
- ▶ High School Diploma or GED
- ▶ Medical Terminology Certificate
- ▶ Class A or B Driver's License

Questions to ask yourself:

- ▶ What are ways that you have demonstrated these competencies in your career?
- ▶ Which ones are you most comfortable with? Least comfortable with?



JOB RETENTION STRATEGIES -TRANSITION

Making a Smooth Transition When You Return to Work**Robert Half International**<http://www.careerbuilder.com/Article/CB-1399-Changing-Jobs-Making-a-Smooth-Transition-When-You-Return-to-Work/?pf=true>

- 1. Take some time.** You probably have a routine you've followed since you've been out of work -- or perhaps a lack of routine was your routine. If you have the flexibility, give yourself a week, or at least a few days, to prepare for the transition. You might start waking up earlier to get used to your new schedule or plan a trip to the new museum exhibit you've been hoping to catch. However you choose to spend your time, your goal should be to start your new position well-rested and ready to go.
- 2. Conduct more research.** You probably learned a good deal about your new employer in preparation for the job interview. Now that you've been hired, look for additional information about the firm on the Web and ask your boss for materials that might help you prepare for your new role, such as the employee handbook or background on a large project you'll be contributing to right away. Also, tap your network to see if you have any connections to current employees.
- 3. Think about the details.** Before you start your new role, take care of all the little things, such as taking your clothes to the cleaners or doing a dry run of your commute. Though small, these tasks are important, and you don't want them to slip through the cracks. After all, you wouldn't want to be late on your first day of work because you didn't realize there was construction on your commute route.
- 4. Talk to the boss.** It's essential that you and your manager are on the same page once you start your new job. Plan to meet with your supervisor during the first few days to discuss your responsibilities and how your position fits into the grand scheme of things. Ask what your priorities should be and how your performance will be evaluated.

JOB RETENTION STRATEGIES -TRANSITION

5. Assess the culture. In your new role, spend some time studying the work habits of your colleagues. Note when people arrive and leave, the preferred communication style, and whether people take work home. Adjust your own habits accordingly.

6. Connect with colleagues. Make a point of getting to know those with whom you'll be working. That means speaking to them for a longer period of time than the introduction you'll likely get on your first day. You might, for instance, arrange to meet a member of your team for coffee or lunch for a more extended conversation. Your goal is twofold: You want to learn specifics about the other person's role, how his or her responsibilities affect your own and how you can most effectively work together. You also want to get to know him or her on a personal level -- after all, you'll be working together every day. While you want to focus first on your immediate team, don't limit yourself to these individuals -- it's helpful to get to know people you'll interact with in other departments as well.

7. Don't overdo it. Begin your new position with a can-do attitude and a desire to pitch in where needed. But don't bite off more than you can chew. You need time to get acclimated to the company and position. Let your supervisor know when you're ready to take on more, but don't volunteer for new projects if you're not completely confident you can handle the extra work. Although you want to be perceived as a go-getter, failing to meet expectations at the outset will have the opposite effect.

JOB RETENTION STRATEGIES -STRESS

How to Deal with Stress at Work

By Elizabeth Scott, M.S., About.com Guide

http://stress.about.com/od/workplacestress/a/stress_work.htm

1. Start Your Day Off Right. After scrambling to get the kids fed and off to school, dodging traffic and combating road rage, and gulping down coffee in lieu of something healthy, many people come in already stressed, and more reactive to stress at work. In fact, you may be surprised by how much more reactive to stress you are when you have a stressful morning. If you start off the day with good nutrition, proper planning, and a positive attitude, you may find the stress of the workplace rolling off your back more easily. (See this article for morning stress relief strategies.)

2. Be Clear on Requirements. One of the factors that contributes to job burnout is unclear requirements. If you don't know exactly what's expected of you, or if the requirements keep changing with little notice, you may find yourself much more stressed than necessary. If you find yourself falling into the trap of never knowing if what you're doing is enough, it may help to have a talk with your supervisor and go over expectations, and strategies for meeting them. This can relieve stress for both of you!

3. Stay Away From Conflict. Because interpersonal conflict takes a toll on your physical and emotional health, and because conflict among co-workers is so difficult to escape, it's a good idea to avoid conflict at work as much as possible. That means don't gossip, don't share too many of your personal opinions about religion and politics, and try to steer clear of colorful office humor. Try to avoid those people at work who don't work well with others. If conflict finds you anyway, try these conflict resolution strategies.

JOB RETENTION STRATEGIES -STRESS

4. Stay Organized. Even if you're a naturally disorganized person, planning ahead to stay organized can greatly decrease stress at work. Being organized with your time means less rushing in the morning to avoid being late and rushing to get out at the end of the day. Keeping yourself organized means avoiding the negative effects of clutter, and being more efficient with your work. For more on organization, visit About.com's Personal Organization site.

5. Be Comfortable. Another surprising stressor at work is physical discomfort. You may not notice the stress you experience when you're in an uncomfortable chair for a few minutes. But if you practically live in that chair when you're at work, you can have a sore back and be more reactive to stress because of it. Even small things like office noise can be distracting and cause low-grade frustration. Do what you can to ensure that you're working from a quiet, comfortable and soothing workspace.

6. Forget Multitasking. Multitasking was once heralded as a fantastic way to maximize one's time and get more done in a day. Then people started realizing that when they had a phone in their ear and were making calculations at the same time, their speed and accuracy (not to mention sanity) suffered. There is a certain kind of frazzled feeling that comes from splitting one's focus that doesn't work well for most people. Rather than multitasking, try a new strategy known as chunking [sic] setting aside blocks of time to focus on specific tasks.

7. Walk at Lunch. Many people are feeling ill effects from leading a sedentary lifestyle. One way you can combat that, and manage stress at work at the same time, is to get some exercise during your lunch break and perhaps take short exercise breaks throughout the day. This can help you blow off steam, lift your mood, and get into better shape.

JOB RETENTION STRATEGIES -STRESS

8. Keep Perfectionism in Check. Being a high achiever can help you feel good about yourself and excel at work. Being a perfectionist, on the other hand, can drive you and the people around you a little nuts. Especially in busy, fast-paced jobs, you may not be able to do everything perfectly. But striving to just do your best and then congratulating yourself on the effort is a good strategy. Your results will actually be better (perfectionists tend to stress about little mistakes and sometimes drop the ball because they can't do things well enough), and you'll be much less stressed at work. (Take this quiz to examine your perfectionism level, and to find strategies for overcoming perfectionism.)

9. Listen to Music on the Drive Home. Listening to music brings many benefits, and can offer an effective way to relieve stress after work. Combating the stress of a long day at work with your favorite music on the drive home can make you less stressed when you get home, and more prepared to interact with the people in your life.

HOMEWORK/NOTES

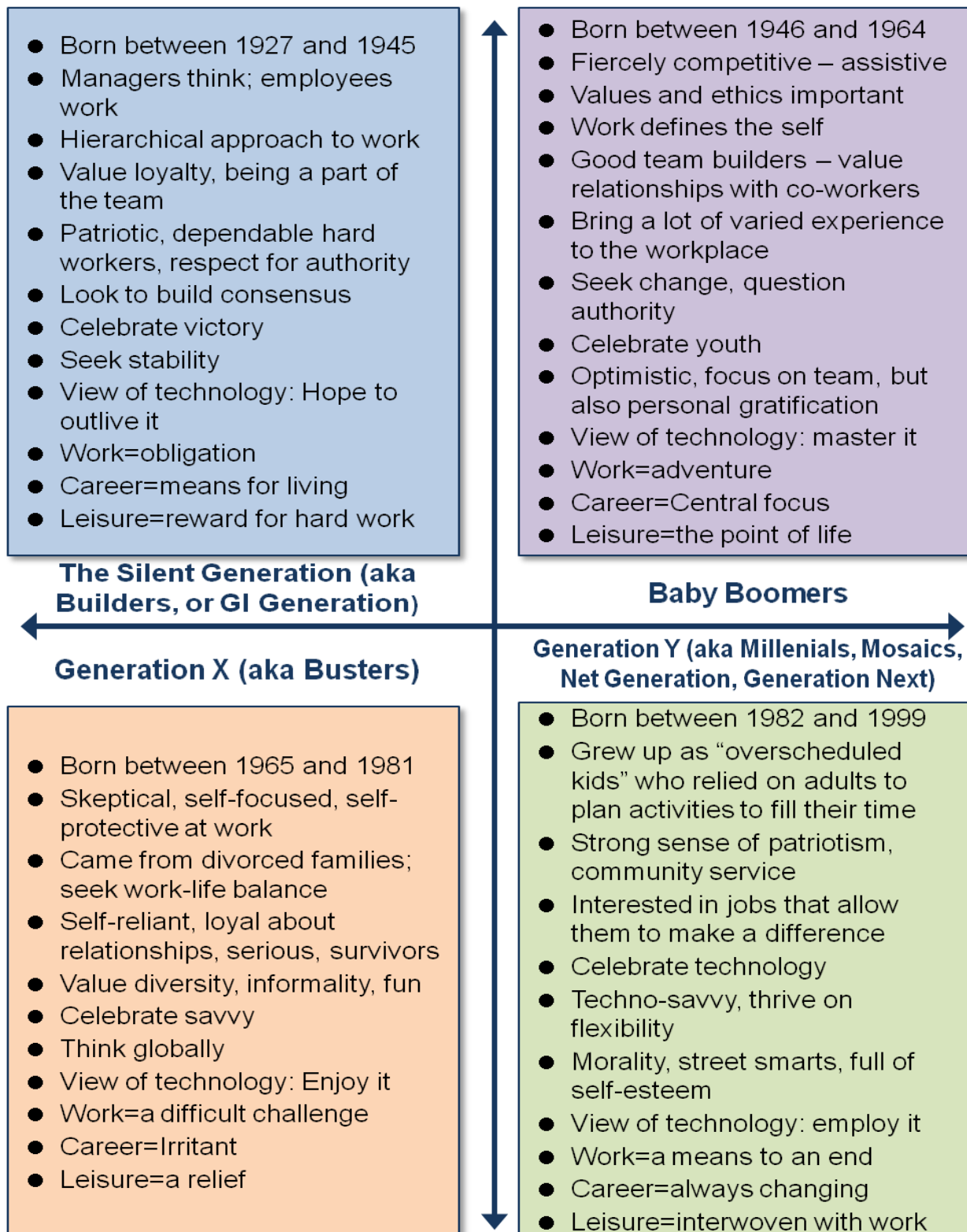
[illegible]

MODULE 6:

INTERGENERATIONAL DIFFERENCE IN THE WORKPLACE



GENERATIONS MATRIX



MULTI-GENERATIONAL COMMUNICATIONS

Generation	Characteristics	Communication Suggestions
Silent Generation	<ul style="list-style-type: none"> • Born 1927 - 1945 • Received news and information via radio • Prefer formal style of communication • Prefer face-to-face communication, but will use technology • Like content to include detail and data 	<input type="checkbox"/> <input type="checkbox"/>
Baby Boomers	<ul style="list-style-type: none"> • Born 1946 - 1964 • Television came along • Embraced the use of technology for communication, but still prefer face-to-face • Prefer semi-formal style, but still want details • Relationship oriented 	<input type="checkbox"/> <input type="checkbox"/>
Generation X	<ul style="list-style-type: none"> • Born 1965 - 1981 • Technology boom with personal computers • Informal approach to communication, relying heavily on use of email • Direct style and get down to business quickly 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Generation Y	<ul style="list-style-type: none"> • Born 1982 - 1999 • Concept of internet was born • Information available 24x7 • Primary mode of communication is instant, using technology • Cell phones, text messaging, blogs, etc. • Get information when they want it • Took networking to a new level (social websites, Facebook, My Space, etc.) 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

MULTI-GENERATIONAL COMMUNICATIONS

Write each letter next to the appropriate generation on the previous page.

	Communication Suggestions
A	Make presentations more of a conversation and less of a speech. Link the selling of products or services to the business mission and impact on people.
B	Determine next steps prior to a meetings conclusion. Ask for their preference on moving forward.
C	Contact directly when setting up meetings. After a meeting, leave a copy of information with them and ask how they would prefer that you follow up.
D	Don't pressure for on-the-spot decisions. Allow time for reflection and further suggestions.
E	Be direct and straightforward. Show respect for their time, avoid too much small talk.
F	Send them hand written notes. Keep presentations more formal, with limited amount of flash. Avoid the use of acronyms, slang and foul language.
G	Take a positive, collaborative approach. Ask for their ideas and input.
H	Allow plenty of time for questions. Solicit their opinion, ask for their input. Use phone or email to set up meetings and follow-ups.
I	Avoid treating them as a child or inexperienced. Utilize technology as much as possible.
J	When presenting, start with the bottom line. State expectations up front. Do your homework and be well prepared.

"WHAT IF" SCENARIOS

Scenario 1: You have just been invited for a second interview for a job you really want. The screening recruiter in HR who interviewed you seems to be close to your age and you felt very comfortable with her. She seemed to be very easy going, patient, and a good listener. You have a good feeling about fitting in here.

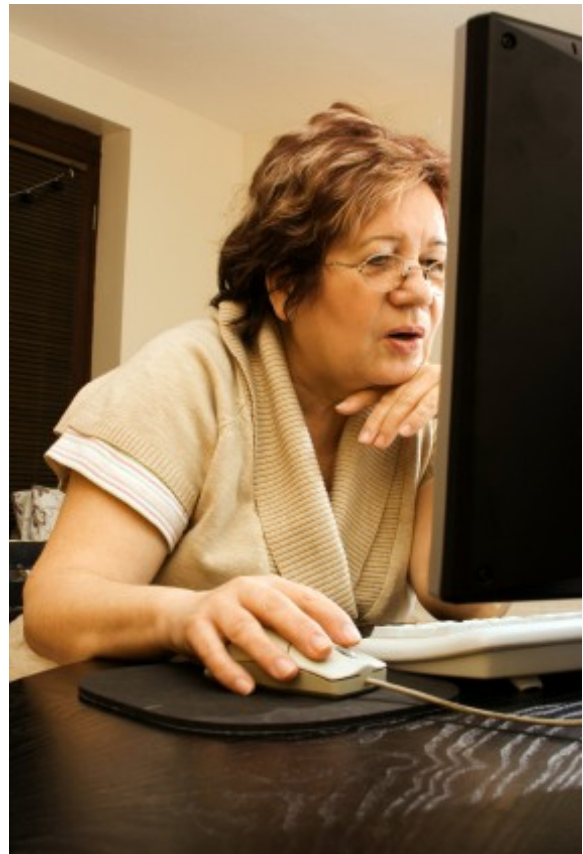
You arrive for the interview, dressed neatly and professionally. You are greeted by Tricia, a perky blond haired young lady. She is wearing a short skirt and knit top. You imagine that she is about 28 years old and assume that she is the assistant to the person you are meeting. You follow her to the office and she takes a seat behind the desk. You realize in that moment, if you get this job, she is going to be your new supervisor. Tricia is highly educated and skilled, as evidenced by the diplomas and awards hung on the wall.



“WHAT IF” SCENARIOS

Scenario 2: You have been hired as an administrative assistant at a construction company. You took a class in Microsoft Office. You got pretty good at Word, but struggled with Excel. You know the very basics about this program, but never learned the advanced stuff. Your new boss sends you an email with an Excel file attached and asks you to make some charts and graphs related to profit and loss tabs for Friday’s meeting. You have three days to figure it out. What will you do?

Most of the people at this company are under 40 and you haven’t really connected with anyone yet, but you did chat with a nice young man, Adam, in the lunch room the other day. He works in the information technology department; you call him to ask his advice.



“WHAT IF” SCENARIOS

Scenario 3: You are an accountant with 30 years of experience. You retired a few years, but you’re bored just staying at home and could use some extra money, so you have decided to return to work. You are at a job interview. You have just learned how to use some accounting software that the company listed as a job requirement in the job posting.

You even took a test on it and scored 90%.

The employer tells you that you are one of two final candidates. You are pretty sure the young woman you saw in the lobby was the other candidate.



HOMEWORK/NOTES

[illegible]

MODULE 7:

COMMUNITY RESOURCES



SSI/SSDI PROGRAM COMPARISON

SSI/SSDI Comparison	
Supplemental Security Income (SSI)	Social Security Disability Insurance (SSDI)
Needs Based	Wage earners who paid FICA taxes
\$845 per month for individual; \$1,407.20 per month for couple (2010)	Maximum monthly benefit: varies
Financial limitations (\$2,000 resource limit for individual; \$3,000 for couple)	No financial limitations
Automatic “No Share of Cost” Medi-Cal	Automatic Medicare after 24 months
Check arrives on the 1 st of each month	Check arrives on the 3 rd or on a follow- ing Wednesday
SSI Work Incentive Program	SSDI Trial Work Period
Annual financial review	Scheduled medical reviews

SSI RETIREMENT AGE REQUIREMENTS

To figure out when you reach full retirement age, you can visit the following webpage:
<http://www.ssa.gov/pubs/ageincrease.htm>

Age To Receive Full Social Security Benefits

Year of Birth	Full Retirement Age
<u>1937 or earlier</u>	65
<u>1938</u>	65 and 2 months
<u>1939</u>	65 and 4 months
<u>1940</u>	65 and 6 months
<u>1941</u>	65 and 8 months
<u>1942</u>	65 and 10 months
<u>1943--1954</u>	66
<u>1955</u>	66 and 2 months
<u>1956</u>	66 and 4 months
<u>1957</u>	66 and 6 months
<u>1958</u>	66 and 8 months
<u>1959</u>	66 and 10 months
<u>1960 and later</u>	67

WIPA RESOURCE INFORMATION

In Los Angeles, there are several WIPA (Work Incentive Planning & Assistance) projects that provide services based on a beneficiaries zip code or location. The listings are also located in the Mature Worker Resource Manual.

Here is a breakdown for Los Angeles County:

Human Potential Consultants, LLC

500 E. Carson Plaza Drive #127

Carson, CA 90746

310-756-1560

Website: <http://www.hpcemployment.org>

Areas Served: Serving parts of Los Angeles County: Avalon, Bellflower, Carson, Compton/Rancho Dominguez, East Rancho Dominguez, Compton/Rosewood, El Segundo, Gardena, Hawthorne (Hollywood Park), Hermosa Beach, Inglewood, Lawndale, Lennox, Lomita/Rancho Palos Verde, Long Beach, Lynwood, Manhattan Beach, Norwalk, Palos Verde Estates/Rolling Hills, Redondo Beach, San Pedro, Signal Hill, South Central (City of LA), Torrance, Watts (City of LA), Willowbrook, & Wilmington (City of LA)

Goodwill Southern California

342 N. San Fernando Road

Los Angeles, CA 90031

323-223-1211

323-539-2081 TTY

Website: <http://www.goodwillsocal.org>

Areas Served: San Bernardino County & parts of Los Angeles County

WIPA RESOURCE INFORMATION**AIDS Project Los Angeles**

611 S. Kingsley Drive

Los Angeles, CA 90005

213-201-1365

Website: <http://www.apla.org>

Areas Served: San Bernardino County & parts of Los Angeles County

Familia Unida

4716 E. Cesar Chavez Avenue, Building A

Los Angeles, CA

323-261-5565

877-298-3267

Website: <http://www.msfamiliaunida.org>

Areas Served: Serving the counties of— Imperial, Kern, San Luis Obispo, Santa Barbara, Ventura, and parts of Los Angeles County.

DISABILITY BENEFITS 101

Disability Benefits 101 (DB101)

<http://www.db101.org>

- Brings together rules for health coverage, benefit, and employment programs that people with disabilities use.
- Provides tools for you to use, such as local benefit planners, benefits planning calculations.
- Provides information about laws, program rules, and services that support employment.

disability benefits 101 working with a disability in California

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Calculators
All Calculators
Benefits to Work
Job to Job
School and Work
Medi-Cal for the Working Disabled
PASS
Life Situations
Newly Diagnosed
Youth & Disability
Workforce Re-Entry
Sudden Onset
Income Support
State Disability Insurance (SDI)
Social Security Disability Programs
Short Term Disability Insurance
Long Term Disability Insurance
CAPI
PASS
CalWORKs
Pell Grants
IHSS
Health Coverage
Private Health Coverage
Medi-Cal

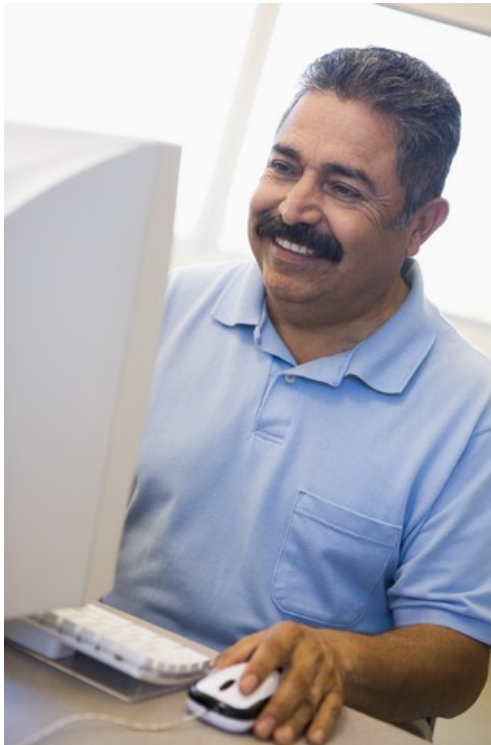
"Will I be better off...?"
You'll Have More Money
Income/Expenses: You'll Be Better
In this scenario, it is likely that your available cash over the next 10 years will be higher than it is now. Your income may change over time. Looking at the future can help you plan ahead.

Plan ahead with our Benefits Planning Calculators.

Features	First-Time User?	News
DB101 Benefits Calculators DB101 has benefits calculators for a number of different life situations. See the full list and choose which one is best for you. More...	About Us Learn more about Disability Benefits 101: what we are, and where we came from. More...	Commissioner Astrue Asks Inspector General to Investigate California and Hawaii Disability Determination Services States of California and Hawaii have recently implemented practices that deny applicants the right to receive full consideration of their Social Security disability claims. More...
DB101 Forums Visit Forums , our bulletin board for discussing issues around disability and work. More...	First-Time User Survey Help us improve the site by letting us know what you already know...or don't know. More...	
	What Benefits am I on Now? More...	

SSI/SSDI RESOURCE INFORMATION

Disability Benefits 101 (DB101) located at: <http://www.db101.org> allows you to predict what will happen with your benefits using your specific information.



If you'd like to apply for Disability Benefits or if you'd like to file for Retirement Benefits, you can do so online at: <http://www.ssa.gov>

You can also call Social Security's national Toll-Free number at (800) 772-1213 or (800) 325-0778 TTY

24-hours a day using their automated telephone services to get recorded information.

If you need additional assistance, Social Security representatives are available between 7am and 7pm Monday through Friday at the same number.

If you are deaf or hard of hearing, you can call toll free at (800) 325-0778 TTY during business hours.

ADDRESSING HEALTH CONCERNS/LIMITATIONS

Be sure to check O*Net (<http://online.onetcenter.org>) and make sure you can meet the job requirements. The example here states that you need the ability to see details at close range, be able to precisely coordinate movements of the fingers and manipulate or assemble very small objects.

Abilities

Near Vision — The ability to see details at close range (within a few feet of the observer).

Problem Sensitivity — The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

Deductive Reasoning — The ability to apply general rules to specific problems to produce answers that make sense.

Oral Comprehension — The ability to listen to and understand information and ideas presented through spoken words and sentences.

Written Comprehension — The ability to read and understand information and ideas presented in writing.

Inductive Reasoning — The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).

Oral Expression — The ability to communicate information and ideas in speaking so others will understand.

Written Expression — The ability to communicate information and ideas in writing so others will understand.

Finger Dexterity — The ability to make precisely coordinated movements of the fingers of one or both hands to grasp, manipulate, or assemble very small objects.

Arm-Hand Steadiness — The ability to keep your hand and arm steady while moving your arm or while holding your arm and hand in one position.

RESOURCES I NEED

Resources I Need...				
	Resource	Address	Phone	Notes:
1.	Benefits Planning:			
2.	Housing/Shelter:			
3.	Food Banks:			
4.	Transportation			
5.	Other:			
6.	Other:			
7.	Other:			

HOMEWORK/NOTES

[illegible]

MODULE 8:

ALTERNATIVE EMPLOYMENT



Disclaimer:

Information and resources related to mature workers including service providers, website listings, and other similar services is provided for informational purposes only. The County of Los Angeles does not research the information contained here for quality or accuracy. Therefore, the County of Los Angeles does not endorse, refer, or recommend any of the mentioned service providers. The County of Los Angeles does not assume responsibility for the use of the information provided or for reliance upon the information. The County of Los Angeles cannot guarantee the quality of the service provided by these providers and urges individuals to independently confirm information with the source.

HOME-BASED BUSINESSES



In order to figure out which opportunities are real and which ones are not, the following is a list of some of the top home-based businesses to be weary of:

- ❖ Craft Assembly
- ❖ Medical Billing
- ❖ E-mail processing
- ❖ Paying for lists of companies that are looking for people with skills like you
- ❖ Any business that asks you to call a “900” number for more information
- ❖ Typing at home
- ❖ Some multi-level marketing opportunities
- ❖ Chain letters/emails to “make money fast”
- ❖ Envelope stuffing

HOME-BASED BUSINESSES



Hot Tips!

- ❖ If you are considering a home-based business opportunity, be sure to do your homework first by researching the company!
- ❖ You should never have to pay for the chance to work or be asked to use your credit card to make purchases for a business!
- ❖ Any ad claiming that you'll "get rich quick" or only need to work a few hours a week to make "lots of money" is generally a **red flag** or something you should be concerned about!

TIPS AND RESOURCES FOR WORKING AT HOME

Top 10 Tips for Identifying Legitimate Work-at-Home Opportunities

As telecommuting becomes a viable option for many workers, unfortunately work-at-home (<http://www.vipdesk.com>) scams increase in numbers. Savvy workers, however, can avoid being taken advantage of by a work-at-home scam, while still finding great opportunities to earn money from the comfort of their own home office.

VIPdesk (<http://www.vipdesk.com>), the award-winning pioneer of virtual contact center services, has been working with home-based customer service representatives for over 10 years, and has identified the following 10 tips that can help a potential telecommuter identify legitimate work-at-home opportunities.

Top 10 tips for identifying legitimate work-at-home opportunities:

1. A legitimate work-at-home opportunity won't ask you for any sort of "affiliation fee"-- if you are asked to spend any money, it should be directly attributed to something you receive for the cost (i.e. training, background or credit check, "starter kit" for direct sales).
2. Do an Internet search on any company that you are speaking with about working at home, and see what is being said about the company in blogs, on twitter, and in the mainstream media.
3. If the company promises unrealistic salaries (such as \$5k/week with no experience!), it is too good to be true.
4. Most legitimate organizations don't advertise work-at-home opportunities via infomercials, a sign-taped to a lamp-post, stop sign, or other such venue, or via spam e-mail!
5. Always check with the Better Business Bureau and other consumer advocacy organizations (www.bbb.org).

TIPS AND RESOURCES FOR WORKING AT HOME

6. Look for a job with a defined job description and scope of work.
7. Ensure that the company is a corporate entity with a physical address, phone number, and business history. If there is no headquarters office, be wary.
8. If the company can't provide employee or customer names, or you have no direct contact within the company or otherwise can't speak with a "real person", stay away!
9. Utilize resources such as the Telework Coalition (www.telcoa.org), Women For Hire (www.womenforhire.com) and Rat Rate Rebellion (www.ratracerebellion.com) for honest, unbiased advice.
10. Always trust your gut. If intuition (and common sense) tells you that the opportunity is too good to be true, it probably is. "Working from home is a great way that allows hundreds of thousands of people every year to make money, even if they live in an economically depressed area. Telecommuting is also a great way to save money on fuel costs due to a lack of commute," said Mary Naylor, CEO of VIPdesk. "Working with virtual call centers, doing direct sales, and medical transcription, are three areas in which someone can successfully work from home, but it is absolutely imperative that anyone interested in working from home do their due diligence."

Read the full story at <http://www.prweb.com/releases/2009/06/prweb2543414.htm>.

"Top 10 Tips for Identifying Legitimate Work-at-Home Opportunities." PRWeb. 2009. HighBeam Research. (November 15, 2009). <http://www.highbeam.com/doc/1G1-201889722.html>

TIPS AND RESOURCES FOR WORKING AT HOME

Here is a sample of 10 companies that only hire at-home workers:

- **Alpine Access** (<http://www.careerbuilder.com/Jobs/Company/Alpine/>) is a call center company that uses customer service representatives that work from home. Employees use their own telephones and computers. The company provides representatives for clients like Office Depot and J. Crew.
- **Convergys** (<http://www.careerbuilder.com/jobs/company/convergys>) hires home-based call center agents who provide support in customer service, and also supplies sales agents or help desk staff for companies.
- **Extended Presence** (<http://www.extendedpresence.com/>) provides their clients with outbound sales agents and marketing support staff who work from home.
- **Internet Girl Friday** (<http://internetgirlfriday.com/>) provides information technology support as well as administrative services for clients nationwide.
- **LiveOps** (<http://www.liveops.com/>) provides customer service support for a variety of major corporations.
- **Spheris** (<http://www.careerbuilder.com/jobs/company/spheris>) provides support to medical professionals. Their services include medical transcription and clinical documentation.
- **Staffcentrix** (<http://www.careerbuilder.com/jobs/company/staffcentrix>) supplies virtual assistants for business clients, including CEOs and upper management of major corporations.
- **VIPDesk** (<http://www.careerbuilder.com/jobs/company/vipdesk>) provides call center support and also offers a home-based concierge service to clients.
- **VoiceLog** (<http://www.bsgclearing.com/>) provides representatives to perform verifications for transactions done online or by telephone. Many states require changes to telephone service and other remote transactions to be verified by a third party, which VoiceLog provides.
- **West At Home** (<http://www.westathome.com/>) also hires home-based customer service agents. They cater to a specific range of industries, specializing in health care and pharmaceutical support, as well as the hospitality industry.

TIPS AND RESOURCES FOR WORKING AT HOME

Here are some traditional companies that include home-based workers as part of their workforce:

- TDS Telecom (<http://www.careerbuilder.com/Jobs/Company/TDS>)
- Sprint (<http://www.careerbuilder.com/Jobs/Company/sprint>)
- Xerox (<http://www.careerbuilder.com/Jobs/Company/xerox>)
- Aetna (<http://www.careerbuilder.com/Jobs/Company/aetna>)
- Children's Healthcare of Atlanta (<http://www.choa.org/>)

Resources for Consumer Help

Home employment schemes are one of the oldest and most widespread kind of consumer fraud. You can investigate advertisements for home employment at:

- <http://ag.ca.gov/consumers/general/workhome.php> Outlines fraudulent work-at-home schemes.
- <http://www.ag.ca.gov/consumers/general.php> California DOJ, Office of the Attorney General Consumer Alerts and Information (e.g. work at home and pyramid scheme scams).
- www.snopes.com Dispels rumors and urban legends, including work at home scams.
- <http://www.ripoffreport.com/default.aspx>
- <http://www.sitejabber.com/reviews>
- <http://www.scamraiders.com/forum/categories/employersjobs-1/listForCategory>

TIPS AND RESOURCES FOR WORKING AT HOME**Reporting fraudulent job postings**

If you feel you have been a victim of fraudulent jobs posted on an online job search

Web site:

- Call the FTC complaint line at 1-877-382-4357 (1-877-FTC-HELP); TTY: 1-866-653-4261.
- Contact the Internet Crime Complaint Center at <http://www.ic3.gov/default.aspx>.
- To find a consumer agency near you, visit www.consumeraction.gov/state.shtml.

WEBSITE FORUM



Elance Information

Elance: is a website forum, a marketplace that allows people from all over the world to actively participate in the buying and selling of services. Elance is a subscription based website located at <http://www.elance.com>. Once you've registered, you can browse any of the open projects posted by interested buyers and bid on the projects that interest you! As a member, you also have your own personal store front where you can tell about yourself and showcase any services you provide.

Project categories (available project) include the following:

- **Web & programming** (e.g. web design)
- **Design & Multimedia** (e.g. graphic design, brochure design, voice talent, video)
- **Writing & Translation** (e.g. copywriting, writing articles, ghostwriting, editing & proofreading)
- **Administrative Support** (e.g. data entry, research, transcription, mailing lists, bulk mailing, word processing)
- **Sales & Marketing** (advertising, telemarketing, research & surveys, business plans)
- **Finance & Management** (e.g. accounting, consulting, financial planning, budget & forecast)
- **Legal** (e.g. contracts, litigation, wills & trusts)
- **Engineering & Manufacturing** (e.g. interior design, industrial design, architecture)

A majority of these positions allow you to do the work needed from home. The majority of communication between you and a potential buyer will be done online or by telephone. It's an excellent opportunity for people with skills in a certain area to work from home at a legitimate home-based business - your own!

SELF-EMPLOYMENT RESOURCES**USA.gov**

U.S. General Services Administration

Office of Citizen Services and Communications, Suite G-142

1800 F Street, NW, Washington, DC 20405

(800) 333-4636

Website: http://www.usa.gov/Business/Self_Employed.shtml

Provides a variety of resources on self employment, such as: financial assistance, copyrights, business plans, and start-up basics.

Small Business Association

(800) 827-5722 SBA Answer Desk

(704) 344-6640 Answer Desk TTY

E-mail: answerdesk@sba.gov

Website: <http://www.sba.gov/>

The SBA helps Americans start, build and grow businesses. Field offices and partnerships with public and private organizations provide services to people throughout the United States, Puerto Rico, the U. S. Virgin Islands and Guam.



SELF-EMPLOYMENT RESOURCES**Start-Up USA**

VCU-RRTC

1314 West Main Street

P.O. Box 842011

Richmond, Virginia 23284-2011

(804) 828-1851

(804) 828-2494 TTY

Website: <http://www.start-up-usa.biz/>

Provide self-employment technical assistance, resources & training.

SCORE

1175 Herndon Pkwy., Suite 900

Herndon, VA 20170

(800) 634-0245 or (703) 487-3612

Website: <http://www.score.org>

WSCORE "Counselors to America's Small Business" is a nonprofit association dedicated to educating entrepreneurs and the formation, growth and success of small business nationwide. SCORE is a resource partner with the U.S. Small Business Administration (SBA).



ALTERNATE EMPLOYMENT ASSESSMENT

If you are interested in exploring an alternate form of employment contact some of the resources listed within this section and if you have a Case Manager, make an appointment to discuss your ideas with them. You can also take the assessment on the following page. Good Luck!



ALTERNATE EMPLOYMENT ASSESSMENT

Read and answer the questions below. Each question in which you answered YES is equal to one point. Total your points in the right column.		Points
1	Do you hope to eliminate the negatives of being an employee?	
2	Do you have enough money to cover expenses for the first 1-3 years?	
3	Can you live without a steady paycheck, especially during the start up phase?	
4	If not to question 3, can you test out the strength of your interest by starting your business part-time?	
5	In your field, do you have a specialty or niche?	
6	Do you have a written business plan that projects first year profits or losses?	
7	Are you comfortable possibly waiting three to five years for success?	
8	Do you already have multiple connections in your community?	
9	When you're tired, can you still work effectively with potential and current customers/clients?	
10	Do you know enough about the computer to effectively conduct the day-to-day operations of your business?	
11	Can you invest in and afford to keep up with changes in technology?	
12	Do you have an accountant, attorney and other professionals to assist your business?	
13	Do you already have a professional network of supporters to make referrals to your business?	
14	Are you self-motivated and don't need prompting to get work done?	
15	Do you like to be in charge, making decisions?	
16	Do you enjoy working independently?	
TOTAL POINTS		

ALTERNATE EMPLOYMENT ASSESSMENT

What your Total Points mean?

If you scored below 10

Self employment may not be for you. You seem to prefer a more structured work environment, including knowing where your next paycheck is coming from. Knowing everything is in order let's you focus on the things you need to accomplish. You may have already known self-employment wasn't necessarily for you, but if you're convinced you still want to do it, you might want to consider doing some freelance work on the side. This will allow you to try it out without giving up the stability of your job.

If you answered YES on 10-12

It definitely sounds like you are considering self employment, but you may need to do a bit more planning before you take the next step. Look at the questions you answered No to and figure out why you answered that way. You may have answered No because of your current situation. Or, this could be how you really feel. Remember, self-employment isn't for everyone. But, if you want to get your feet wet and try it out, you may be able to make some changes in your current job - like asking your employer about telecommuting options or utilizing a flexible schedule. This will allow you to see if you prefer less structure and more flexibility.

If you scored above 13

Congratulations! It looks like self-employment would be a great option for you. While it's a big step, the end result may reap huge rewards! There are many resources out there to assist you as you move forward with your small business, such as the Small Business Administration or SCORE. Take advantage of everything that's out there to help make your business a success!

POST-ASSESSMENT SURVEY

Use the **Rating Scale** below to complete the survey. Enter your responses in the last column on the right.

Strongly Disagree 1 2 3 4 5 6 7 8 9 10 Strongly Agree

Statement	Rating
1. I know exactly what type of job I am looking for.	
2. I know how the job skills I currently have relate to the positions I'm looking for.	
3. I understand the role technology (computer, copier, fax, etc.) plays in the jobs I am seeking.	
4. I am very comfortable using the technology needed for these jobs.	
5. I have a well developed cover letter that can be easily adapted to the various jobs I apply for.	
6. I have a resume that outlines my achievements as well as my responsibilities at each job.	
7. I feel confident that I know the best ways to look for employment in today's society.	

POST-ASSESSMENT SURVEY

Strongly Disagree 1 2 3 4 5 6 7 8 9 10 Strongly Agree

8. In a job interview, I feel very comfortable discussing how my skills & abilities relate to the job I'm applying for.	
9. (If applicable) In a job interview, I feel very comfortable addressing any gaps in my employment history if an employer asks.	
10. I understand generational differences as it relates to work and feel very comfortable working with employees of all ages.	
11. (If applicable) I understand completely how my Social Security benefits (pre-retirement & retirement) will be impacted by work.	
12. I have all of the supports necessary to meet my basic needs (housing, food, transportation, clothing, education, etc.) during and after the job search process.	
13. I fully understand all of the employment options available to me aside from traditional part & full-time employment.	
14. I feel ready to work.	

HOMEWORK/NOTES

[illegible]

APPENDIX



What to Do with the Rest of Your Life

by Robin Ryan

What if you could write a whole new life for yourself? What would you change? Too many people never ponder these questions. They don't acknowledge that being happy, successful and enjoying a passionate career are all possible. You and you alone are responsible for creating your own future. So if you are looking for a new job, or are one of the millions of dissatisfied workers who is miserable at the job you currently have, then give serious thought to this life-shaping question:

What exactly are you going to do with the rest of your life? The weak economy does not mean doom and gloom, or that your dreams can't come true, unless you use it as your excuse for not succeeding.

Here are some key steps to get you on the right track fast.

Start with honest self-assessment. Analyze your current skill set, training level, and accomplishments to-date. Write down the aspects of the work you liked and what tasks or things you disliked. Investigate new fields, industries and potential careers by doing some research and also interviewing individuals who work at those types of jobs, or in fields of interest to you. Look at growth opportunities, salaries, benefits, and then determine the job title to target.

Use your passion as a decision-making tool. An important insight noted in our national top executive survey was that highly successful people work at their passion. It's that burning interest and enthusiasm that propels the extra efforts to excel in your job. Determine what your passion is. What do you love to do? To hear about? To talk about? If you love music, find a job in that industry. Remember, it's not just musicians, but others such as agents, directors, marketing and sales teams, business managers, etc. that are a part of the exciting music world.

What to Do with the Rest of Your Life (continued)

Build a career on your strengths. You have natural talents you were born with. These talents are the things you find easy to do. Maybe it's teaching or writing. Maybe it's designing, building, or helping people. List all your talents, including things that others compliment you on. Build your career on these strengths and it will be easier to excel. You'll move up faster, find better jobs and be paid a higher salary. Incorporate your talents into any position you choose to go after.

Don't sabotage yourself. Many people prevent their own success. They find excuses, or blame others, for their own failures or mistakes instead of learning and improving from them. Their self-talk is all negative. "I'd never get a job like that." or "I'm not good enough." or "Why try; it's too hard." Reprogram yourself by reading and listening to success tapes. Avoid others who are "black cloud people;" people who rain on your dreams and efforts. You must avoid negative dialogue - it's poisonous to your dreams and future achievements. Instead, find supporters, new mentors, take classes, read books, listen to motivational tapes that teach effective ways to make your future and next job a real dream come true.

Credit to the Author

Robin Ryan has appeared on **Oprah** and **Dr. Phil** and is considered to be **America's top career coach**. Robin has a busy career counseling practice providing individual career coaching, resume writing services, interview preparation, salary negotiations, and outplacement to clients nationwide. She is the best-selling author of : "60 Seconds & You're Hired!," "Soaring On Your Strengths," "What to Do With the Rest of Your Life," "Winning Resumes," and "Winning Cover Letters." A dynamic national speaker, Robin has spoken to over 1200 audiences sharing her insights on how to improve their lives and obtain greater success. Contact Robin at: (425) 226-0414, or email: rob-in@robinryan.com, or visit her website: <http://www.robinryan.com>

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Benefits of Hiring Mature Workers by AARP.org

The benefits of hiring mature workers include:

Experience - Mature workers possess work experience and on-the-job education, which has honed their analytical and personal skills, making them cost-effective workers. They're willing to share this massive resource with your company to increase value and productivity!

Flexibility - Mature workers, especially those in "post-retirement" display a greater willingness to accept alternative work arrangements, such as part-time or contingent modes. They're willing to work with you to make your company the best it can be!

Loyalty - Mature workers are socially and economically stable, at a point in their lives where family transitions are minimal and when the priorities of valuable work and commitment to their job is high. They are thoroughly reliable. They'll outlast training in new skills and operations, and know the value of a good employer. They'll be there for you and will be solid pillars as you build your company!

Source: "New Opportunities for Older Workers", Committee for Economic Development, 1999

In an AARP survey of 400 companies with 50 or more employees, HR managers identified the top seven qualities present in mature workers:

1. Loyalty and dedication to the company.
2. Commitment to doing quality work.
3. Someone you can count on in a crisis.
4. Solid performance record
5. Basic skills in reading, writing and arithmetic.
6. Solid experience in job and/or industry.
7. Get along with co-workers.

Source: "American Business and Older Employees", AARP, 2000 <<http://matureworkersalliance.org/why.htm>>.

12 Benefits of Hiring Older Workers

by Stephan Bastien

Looking for dedicated, focused, loyal employees? Your search is over.

Employees. They're the one thing that **businesses** everywhere have a need for. And not just employees, but employees who are honest, responsible, dependable, loyal, focused, organized and mature.

Is this too much to ask?

U.S. employers spends millions of man hours each year placing ads, prescreening and interviewing candidates, and hiring and training workers, only to find that many of the employees they hire work for them for just a few months only to decide they don't want to "just be a clerk anymore" or feel "something better's come along" as they work their way up the corporate ladder.

So where can businesses find a dependable, steady workforce that has no plans to move up and out? A workforce dedicated to the job at hand and that takes pride in its work? Who will cost them less to hire, train and maintain?

The answer? Older workers.

Below are twelve reasons why hiring older workers can help you maintain a reliable, dedicated workforce and provide a significant cost savings for both the short and long term.

1. Dedicated workers produce higher quality work, which can result in a significant cost savings for you. Stories abound of highly committed older workers finding others' potentially costly mistakes regarding everything from misspelling of client names to pricing errors and accounting mistakes.
2. Punctuality seems to be a given for older workers. Most of them look forward to going to work each day, so they're likely to arrive on time and be ready to work.
3. Honesty is common among older workers, whose values as a group include personal integrity and a devotion to the truth.
4. Detail-oriented, focused and attentive workers add an intangible value that rubs off on all employees and can save your business thousands of dollars. One business owner I know once told me that one of his older workers saved his company more than

12 Benefits of Hiring Older Workers (continued)

\$50,000 on one large mailing job. The 75-year-old clerical worker recognized that all the ZIP codes were off by one digit. Neither the owner's mailing house nor his degreed and highly paid marketing manager had noticed it.

5. Good listeners make great employees because they're easier to train--older employees only have to be told once what to do.

6. Pride in a job well done has become an increasingly rare commodity among younger employees. Younger workers want to put in their time at work and leave, while older employees are more willingly to stay later to get a job done because of their sense of pride in the final product.

7. Organizational skills among older workers mean employers who hire them are less likely to be a part of this startling statistic: More than a million man hours are lost each year simply due to workplace disorganization.

8. Efficiency and the confidence to share their recommendations and ideas make older workers ideal employees. Their years of experience in the workplace give them a superior understanding of how jobs can be done more efficiently, which saves companies money. Their confidence, built up through the years, means they won't hesitate to share their ideas with management.

9. Maturity comes from years of life and work experience and makes for workers who get less "rattled" when problems occur.

10. Setting an example for other employees is an intangible value many business owners appreciate. Older workers make excellent mentors and role models, which makes training other employees less difficult.

11. Communication skills--knowing when and how to communicate--evolve through years of experience. Older workers understand workplace politics and know how to diplomatically convey their ideas to the boss.

12. Reduced labor costs are a huge benefit when hiring older workers. Most already have insurance plans from prior employers or have an additional source of income and are willing to take a little less to get the job they want. They understand that working for a company can be about much more than just collecting a paycheck.

12 Benefits of Hiring Older Workers (continued)

Any business owner who's hesitant to hire an older worker should consider these twelve benefits. Older workers' unique skills and values--and the potential savings to your company in time and money--make hiring them a simple matter of rethinking the costs of high turnover in a more youthful workforce vs. the benefits of experience and mature standards older workers bring to the mix. You simply do not have the time or resources to deal with high employee turnover. The next time you need to make a hiring decision, you should seriously consider older workers: Their contribution to your company could positively impact your bottom line for years to come.

Credit to the Author:

Stephen Bastien is a business consultant and an expert on leadership and managing employees. He's the author of *Yes, One Person Can Make a Difference* and *Born to Be*. Having started several successful businesses, his current venture, Bastien Financial Publications, provides businesses with the latest developments on fast-growing and distressed companies nationwide through his daily newsletters. Visit his site for more information on his financial publications, books or consulting services.

"Bastien, Stephen." Entrepreneur Magazine. Entrepreneur Magazine Online. 20 Sep. 2006 <http://www.entrepreneur.com/humanresources/hiring/article167500.html>.

Why You Should Hire a Mature Worker

By Tom Tessin

Not so very long ago, people aged differently and had a decidedly different mindset from today's employees. The old stereotypical 'work-'til-you're-65 and then sit down until you die' mentality has gone by the wayside for a number of important reasons. For one thing, the job market has changed. Many people who intended to work for the same company until they retired found out to their chagrin that company-to-employee loyalty came up a bit short and found themselves searching for jobs in an uncertain market.

Mature Workers Have More Experience With Failure

That sounds negative, but it's not. Experience has also taught them that every time they have gotten knocked down, they always got up. Sometimes this supposed 'failure' led to unexpected opportunities or steered them into a job that became a satisfying or lucrative career. This pattern engenders confidence in one's view of the future. Nearly every bad experience has its upside, and more mature people have had it proven to them.

The Reliability Factor

The single best advantage mature workers have over younger ones is the reliability factor. Generally speaking, mature workers understand that in order to keep a job or move up is simply to reliably show up and do what is expected of them. There are so many fields in which mid-and-upper management decries the work ethic of younger workers. They'd like to hire and keep them, especially if they can do so for a lower wage, but the problems caused by younger, less reliable employees are overwhelmingly difficult to deal with.

Mature Workers Should Reenter The Workforce With Confidence

Many companies in today's tougher economy are realizing the benefits in hiring mature employees. Their worth is being reevaluated and appreciated. Especially for entry-level jobs, there is an unprecedented need for just the qualities that mature workers possess. Go job-hunting with confidence and you'll be rewarded with success.

Credit to the Author:

Tom Tessin runs and operates T2 Web Network, LLC, a company that creates and maintains web properties across the globe.

Cutting Mature Workers Widens the Wisdom Deficit

By Alaina Love

Companies that cut seasoned employees without considering the wisdom and knowledge lost are making an expensive, if not disastrous, mistake, says Alaina Love

In the deluge of head count slashing and budget cuts, companies may be making critical mistakes in shedding a vital asset: mature workers. The current economic climate is prompting organizations to reexamine priorities and jobs. In the talent hemorrhage pouring from the arteries of U.S. companies are employees who hold significant institutional wisdom and knowledge—the kind that cannot be easily replaced.

Over the last several weeks, I have heard story after story about long-term employees losing their jobs. Some were quickly replaced through outsourcing; others left gaping organizational holes that younger counterparts struggled to fill.

Chris is one of these displaced workers. After 30 years with a large telecom company, he had held on through a series of downsizings until one day it was his turn to be let go. After packing up the contents of his desk and three decades of memories, Chris took a job with a consulting firm that later won a contract with his former employer. Chris found himself working for the telecom firm again—but for far less pay, with a much bigger workload, and in a cultural environment that makes him feel like just another number.

He's now working with young, newly hired employees who have a fraction of his expertise, experience, and understanding of the company's history. There is no mechanism in place for a transfer of that knowledge. Imagine the impact on the company's business, especially in this economy, if those younger workers were to learn what Chris has mastered over the last 30 years. What if forward-thinking leaders inside the company created the kind of cultural environment where teams of workers willingly shared knowledge, successes, failures, and lessons learned? Consider the impact of that type of knowledge transfer on customers—and ultimately, the bottom line.

How to make the most of experience

In our research with seasoned workers, we have found many employees age 50 and older with a strong drive to make continued contributions in their field. Most of the individuals we've interviewed have a firm sense of who they are, what their purpose is, and how they can make a difference. Better yet, many are willing to share their knowledge and to help develop others. This is a huge benefit to organizations, especially in a time where employee-development budgets are shrinking.

Cutting Mature Workers Widens the Wisdom Deficit (continued)

To make the most of experienced workers, I offer these recommendations to corporate leaders:

1. Make strategic staff reductions that preserve the core business while you invest in the future.

Today's stark economic reality is requiring many organizations, especially those that have not carefully managed head count, to trim their workforce. This is an action that no good leader takes lightly. When considering cutbacks, be sure to carefully examine not just positions but also individuals' backgrounds so that the organization's most valued wisdom doesn't wind up walking out the door. It is essential to focus on future strategic growth areas as well as the core business so the talent you need for both is not lost in a tide of downsizing.

2. Rethink how you train leaders.

Teach them how to develop and support workers of all generations. If the Gen Xer in charge isn't figuring out how to learn the most from both Baby Boomers and Millennials, the business is suffering.

3. Create a "Corporate Wisdom Team" made up of contributors to the organization that have helped guide the business over time through multiple challenges and changes.

These are the employees whose wisdom cannot be replaced. They should be part of the team that guides the development of the company's next generation of leaders.

4. Solve the problem of organizational wisdom transfer.

Epochal later achievers

Baby boomers are part of a diverse national workforce, operating in an even more diverse global business environment. In the context of this economy, American companies need to work as a team to maintain and grow the U.S.-based knowledge necessary to compete with businesses in other parts of the world, such as China and Japan. These ancient cultures have learned how to harness wisdom and their successful companies have embedded it as a cornerstone of their organizations.

- ❖ At age 50 the philosopher Plotinus began writing his ideas, later published as *The Enneads*.
- ❖ When John Locke was 54, he began publishing a lifetime of studies, including his essay, *Concerning Human Understanding*.
- ❖ Samuel Adams, 50 years old, orchestrated the Boston Tea Party.
- ❖ Henry Jay Heimlich at age 54 developed an emergency maneuver that has saved millions of choking victims.

Cutting Mature Workers Widens the Wisdom Deficit (continued)

- ❖ Rachel Carson wrote *Silent Spring* at age 55 and became an early voice for environmental protection.
- ❖ At age 55 painter Pablo Picasso completed his masterpiece, *Guernica*.
- ❖ Clara Barton founded the American Red Cross at age 59.
- ❖ Albert Einstein at the age of 59 achieved major advancements in his general theory of relativity.
- ❖ Ludwig von Beethoven completed his *Ninth Symphony* at age 53.
- ❖ Benjamin Franklin at age 70 helped draft the Declaration of Independence.

We have an even more recent example of the power that the knowledge and wisdom of an older worker had on an organization's success. Like many of you, I was riveted on Jan. 15 by the footage of 58-year-old Captain Chesley "Sully" Sullenberger successfully landing USAir flight 1549 on the Hudson River, saving the lives of all 155 people on board. When remarking on the accomplishment in a recent interview, Sullenberger commented that he felt his "entire career" had prepared him for that moment. Had Sullenberger not been at the controls of the aircraft that day, the impact on passengers, their families, and USAir's future might have been disastrous.

Credit to the Author:

Alaina Love is a consultant, writer, speaker, and the president of Purpose Linked Consulting, a leadership and organization development firm. Prior to founding PLC, Love spent more than twelve years at Merck & Co., Inc. where she was executive director of human resources (worldwide), a research scientist and clinical researcher. Love now provides a broad range of leadership, team and organization development services to clients around the world, including The Passion Profiler™, a comprehensive tool used by PLC to assess individuals' work-related passions. She is co-author of the soon-to-be-published McGraw-Hill book, *The Purpose Linked Organization: How Passionate Leaders Inspire Winning Teams and Great Results*. The book identifies and explores the impact of the 'passion archetypes' of great leaders, provides a process for leaders to maximize the individual passions on their teams, and offers free access to the Passion Profiler™ online tool, where readers can discover their own passions and how to apply them to their roles at work.

"Love, Alaina." Business Week Magazine Online. 17 Nov. 2009 <http://www.businessweek.com/managing/content/feb2009/ca20090224_125654.htm>.

More on Personal Values

Honesty/Integrity/Morality	Personal integrity is probably the number one value employers respect, especially given all of the highly publicized corporate scandals in the news.
Dedication/Hard-Working/Work Ethic/Tenacity	There is nothing more desirable than a job-seeker that loves what they do and will keep at it to get the job done!
Dependability/Reliability/Responsibility	Are you someone that arrives every day, on time and ready to work and doesn't hesitate to take responsibility for your own actions? Tell about it!
Loyalty	A strong devotion or loyalty to a company, even during difficult times, says a lot about a job seeker. Keep that in mind.
Positive Attitude/Motivation/Energy/Passion	Have you ever noticed that the job seekers that get hired and the employees that get promoted are the ones that demonstrate a high level of enthusiasm and energy in both their actions and words?
Professionalism	Acting responsible and fair in all of your personal and work-related activities shows maturity and self-confidence. Avoid being petty at all costs.
Self-Confidence	If you don't believe in your skills, education and abilities, how will a prospective employer believe it? Let your confidence shine through!
Self-Motivated/Ability to Work with Little or No Supervision	Being a self-starter and working independently is an important skill - just like being able to work as part of a team.
Willingness to Learn	It doesn't matter how old you are or how much experience you have, you should always be willing to learn a new technique or skills. Jobs are constantly changing, and you need to show a willingness to grow with it.

O*NET Instructions

Quick Search

Quick Search can be used to locate occupations using a keyword or O*NET-SOC Code.

Quick Search by Keyword

You can enter a word, phrase, or title to search for an O*NET-SOC occupation. To narrow or broaden the scope of your search, you may wish to experiment with the word, phrase, or title you submit. Your search results are displayed as a list of occupations ranked based on how well they matched the keyword. Each occupation on your list is provided a score. Click on the score provided at the left of the screen to view the matches to the keyword(s) you entered.

Relevance Score - The search strategy used in the keyword search employs a combination of occupational information, such as associated alternate titles, description, and tasks. A raw score is calculated based on the number of matches across the different data elements and their respective weights. This maximum score becomes the normalization factor. The scores are translated to a 0 to 100 relevance ranking by the following formula: $\text{relevance ranking} = (\text{score} / \text{maximum score}) * 100$. Thus, the occupation with the highest relevance ranking will be 100. Those occupational titles receiving less than the maximum score will receive a lower ranking. The lowest possible ranking is 0.

In the following example, the user enters the keyword "dental", to search for a "Dental Laboratory Technician".

Step 1:

Click the **Find Occupations** link from the O*NET Home Page.

 [Find Occupations](#)

Use keywords or O*NET-SOC codes, Job Families, High Growth industries, O*NET descriptors, Job Zones, STEM disciplines, or Career Clusters.

O*NET Instructions (continued)

Step 2:

Find Occupations

Keyword or O*NET-SOC code

dental

Go

Examples: 25-1011.00, dental assistant

Enter a word, phrase, or title to search for an O*NET-SOC occupation. Enter a full or partial O*NET-SOC code to look up occupations by code.

Type 'dental' into the **Keyword or O*NET-SOC code** search box and then click the **Go** button.

Step 3:

This search returns occupations which contain the keyword "dental" in their occupational information. An occupation like "Dental Laboratory Technicians", which contains the word "dental" in its title, receives a high score. An occupation like "Medical Secretaries", which contains the detailed work activity "maintain dental or medical records", receives a lower score.

In this search, the occupation "Dental Laboratory Technicians" appears near the top

Select the **Relevance Score** to view the specific items matched by your search within the occupation.

Relevance Score	Code	Occupation
100	31-9091.00	Dental Assistants <small>InDemand</small>
99	51-9081.00	Dental Laboratory Technicians <small>InDemand</small>
90	29-1021.00	Dentists, General <small>InDemand</small>
87	29-2021.00	Dental Hygienists <small>InDemand</small>
83	29-1022.00	Oral and Maxillofacial Surgeons
58	29-1023.00	Orthodontists
56	29-1024.00	Prosthodontists
49	25-1071.00	Health Specialties Teachers, Postsecondary
35	49-9062.00	Medical Equipment Repairers <small>InDemand</small>
33	43-6013.00	Medical Secretaries <small>InDemand</small>
31	11-3011.00	Administrative Services Managers <small>InDemand</small>
31	11-3051.00	Industrial Production Managers
31	11-9111.00	Medical and Health Services Managers <small>InDemand</small>
31	11-9199.99	Managers, All Other
31	25-1194.00	Vocational Education Teachers, Postsecondary
31	29-1029.99	Dentists, All Other Specialists
31	31-9099.99	Healthcare Support Workers, All Other
31	41-4011.00	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products <small>InDemand</small>
31	43-4171.00	Receptionists and Information Clerks <small>InDemand</small>
31	51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers

For any occupation listed, select its title to view more information about the corresponding occupation.

O*NET Instructions (continued)

Quick Search by O*NET-SOC Code

Keyword or O*NET-SOC code

Examples: 25-1011.00, dental assistant

Enter a word, phrase, or title to search for an O*NET-SOC occupation. Enter a full or partial O*NET-SOC code to look up occupations by code.

This search yields a single entry for **Securities, Commodities, and Financial Services Sales Agents**, as shown below.

Quick Search for:
41-3031.00

1 O*NET-SOC code matching "41-3031.00"

Code	Occupation
41-3031.00	Securities, Commodities, and Financial Services Sales Agents <small>InDemand</small>

O*NET Instructions (continued)

Quick Search by O*NET-SOC Code

Example #2 - Entering a partial code of "41-3031"

Keyword or O*NET-SOC code

Examples: 25-1011.00, dental assistant

Enter a word, phrase, or title to search for an O*NET-SOC occupation. Enter a full or partial O*NET-SOC code to look up occupations by code.

This partial search yields the 3 matching O*NET-SOC occupations listed below.

3 O*NET-SOC codes matching "41-3031"

Code	Occupation
41-3031.00	Securities, Commodities, and Financial Services Sales Agents InDemand
41-3031.01	Sales Agents, Securities and Commodities InDemand
41-3031.02	Sales Agents, Financial Services InDemand

O*NET Instructions (continued)

Quick Search by O*NET-SOC Code

Example #2 - Entering "41"

Keyword or O*NET-SOC code

41

Examples: 25-1011.00, dental assistant

Enter a word, phrase, or title to search for an O*NET-SOC occupation. Enter a full or partial O*NET-SOC code to look up occupations by code.

This search will yield a list of all 24 O*NET-SOC occupations within this group.

24 O*NET-SOC codes matching "41"

Code	Occupation
41-1011.00	First-Line Supervisors/Managers of Retail Sales Workers <small>InDemand</small>
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers
41-2011.00	Cashiers
41-2012.00	Gaming Change Persons and Booth Cashiers <small>InDemand</small>
41-2021.00	Counter and Rental Clerks <small>InDemand</small>
41-2022.00	Parts Salespersons
41-2031.00	Retail Salespersons <small>InDemand</small>
41-3011.00	Advertising Sales Agents
41-3021.00	Insurance Sales Agents <small>InDemand</small>
41-3031.00	Securities, Commodities, and Financial Services Sales Agents <small>InDemand</small>
41-3031.01	Sales Agents, Securities and Commodities <small>InDemand</small>
41-3031.02	Sales Agents, Financial Services <small>InDemand</small>
41-3041.00	Travel Agents
41-3099.99	Sales Representatives, Services, All Other
41-4011.00	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products <small>InDemand</small>
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products <small>InDemand</small>
41-9011.00	Demonstrators and Product Promoters <small>InDemand</small>
41-9012.00	Models
41-9021.00	Real Estate Brokers <small>InDemand</small>
41-9022.00	Real Estate Sales Agents <small>InDemand</small>
41-9031.00	Sales Engineers <small>InDemand</small>
41-9041.00	Telemarketers
41-9091.00	Door-To-Door Sales Workers, News and Street Vendors, and Related Workers <small>InDemand</small>

For any occupation listed, select its title to view more information about the corresponding occupation.

Today's Mature Workers Are Learning New Skills

By Lisa Jordan, MS, CRC

Years ago, young people went to school, earned their high school diploma or college degree, and then went to work. After high school or college graduation, most adults never again set foot in a classroom. They worked their way up the corporate or blue-collar ladder for forty years and then retired. The skills they needed to learn they got on the job.

No longer! Today, there are more adults than traditional students enrolled in higher education. Even people approaching retirement age are taking adult education courses, earning degrees online, or brushing up on skills at technical centers. Businesspeople can be found earning their MBAs, nurses are adding to their skill set, and IT specialists are flocking to technical schools to earn higher certifications.

Education demographics are changing. As recently as 1997, twenty-one percent of employed older workers had less than a high school education, compared to only ten percent of those ages 25-64. By 2007, the gap had narrowed: of all older workers just thirteen percent had less than a high school education, compared with nine percent for younger workers.

Studies in Canada confirm the trend. Over the past ten years in both Alberta and British Columbia, the proportion of older workers with a post-secondary certificate, diploma, or bachelor's degree has increased to 59 percent. During that same time period, the proportion of older workers with less than a high school diploma dropped to 13 per cent in Alberta and 11 per cent in B.C. Higher education levels are associated with higher levels of mature worker employment and lower levels of unemployment.

Workplace demographics are changing, too. According to the U.S. Bureau of Labor Statistics, in the decade between 1977 and 2007, the civilian noninstitutional population age 65 and older increased by about 60 percent, while the civilian noninstitutional population age 16 and over increased 46 percent. Yet employment of people 65 and over doubled, while employment for people 16 and over increased by less than 60 percent. This means that more and more mature workers are finding and keeping jobs.

Today's Mature Workers Are Learning New Skills (continued)

What Do These Changes Mean for Employers?

Mature workers are increasingly competitive in the job marketplace and are getting hired. They are better-educated than in the past and are succeeding in mastering today's job skills.

The Philadelphia Inquirer recently reported that one investment management firm has discovered that older workers hired as part-time telephone customer-service representatives often performed better than their younger counterparts. Upon completion of their training, they tend to outscore younger workers on the final exam. Older workers also are better able to handle aggressive or unhappy callers on the phone.

If you are an employer, to access a pool of motivated mature workers, contact your local WorkSource Center. Visit <http://www.worksourcecalifornia.com/> and click the Business Resources link on the left. Mature workers seeking employment may also visit the same site and click on Services for Job Seekers.

Article Source: <http://www.articlesbase.com/human-resources-articles/todays-mature-workers-are-learning-new-skills-1293314.html>

Lisa Jordan is president of Human Solutions LLC and is a recognized disability and workforce development expert. She specializes in identifying challenges and developing solutions to increase the comfort level, productivity and effectiveness of workforce development professionals working with a diverse clientele. Learn more about Lisa at: <http://www.human-solutions.net>

Age Discrimination: How Old is Too Old?

By Alison Doyle, About.com

Believe it, or not, job seekers are reporting age discrimination beginning as early as the mid-thirties. By the time you reach your forties, you can be considered washed up in some industries. There are strategies you can use to help mitigate discrimination issues. There are also laws that prohibit employment discrimination because of age.

Age Discrimination Issues

In addition to being considered "old," experienced candidates are some times considered more of an expense (higher salary, pension, benefits costs, etc.) than a younger applicant would be.

If you are middle-aged, or even younger, keep in mind that, as GO60.com reports, you are not alone:

- There are over 16 million Americans over 55 who are either working or seeking work.
- Older workers are getting new jobs at an annual rate of 4.1 percent. This is more than double the .8 percent rate in the general population.
- Older Americans make up 10 percent of the workforce, but account for 22 percent of the nation's job growth.
- By 2015, the number of employees over 55 will reach a record 31.9 million, compared to 18.4 million in 2000.
- Extensive research has found no relationship between age and job performance.

Job Search Options

What options are there for those potential employees considered "old" by hiring

Age Discrimination: How Old is Too Old? (continued)

managers and companies? How can you address the perception that older workers are not as capable or as qualified as younger counterparts?

Consider working for an "older worker friendly" employer. The AARP has compiled a list of the 15 Best Companies for Older Workers.

Joyce Lain Kennedy's [Resumes for Dummies](#) provides resume writing tips for older workers:

- On your resume limit your experience to 15 years for a managerial job, 10 years for a technical job, and 5 years for a high-tech job
- Leave your other experience off your resume or list it without dates in an Other Experience category
- Consider using a functional resume rather than a chronological resume

Interview Success

[Job Interviews for Dummies](#), also by Joyce Lain Kennedy, recommends emphasizing the positive when interviewing:

- Project yourself as cheerful and flexible and back that up with proof of your skills and success
- Review the benefits of older workers - commitment to a career, hands-on experience, a track record of success, stable, realistic expectations - and think about how they apply to you
- Use storytelling techniques to back up your claims of these skills

Let potential employers know that you are flexible. Even though you may have earned six figures in the past, perhaps you no longer need to or you would be willing to accept a lower salary to get your foot in the door. If that's the case, mention in your cover letters, when salary requirements are asked for, that yours are flexible or negotiable, based upon the position and the entire compensation package, including benefits.

Age Discrimination: How Old is Too Old? (continued)

Age Discrimination Law

Finally, if you believe you have been discriminated against because of your age, here are the protections provided by age discrimination law. The Age Discrimination in Employment Act of 1967 (ADEA) protects certain applicants and employees 40 years of age and older from discrimination on the basis of age in hiring, promotion, discharge, compensation, or terms, conditions or privileges of employment. The law is enforced by the Equal Employment Opportunity Commission (EEOC).

Any individual who believes that his or her employment rights have been violated may file a charge of discrimination with EEOC.

Alison Doyle is a job search expert with many years of experience in human resources, career development, and job searching, with a focus on online job searching, job search technology, social media, and professional networking. She has covered job searching for About.com since 1998. Alison is the [author of *Internet Your Way to a New Job: How to Really Find a Job Online* \(2009\)](#) and the [About.com Guide to Job Searching](#) (2006).

Source: <http://jobsearch.about.com/cs/careerresources/a/agediscriminat.htm>

Preventing Age Discrimination at Work
The Age Discrimination in Employment Act
By Dawn Rosenberg McKay, About.com

Those of us who equate age with experience may be surprised to learn there are some employers who will choose not to hire someone or promote someone because of that person's age. Age discrimination is illegal though, and those who make employment decisions based on age are in violation of the Age Discrimination in Employment Act (ADEA).

What is the Age Discrimination in Employment Act?

The Age Discrimination in Employment Act (ADEA) of 1967 prohibits employers from discriminating against employees, or job candidates, on the basis of age. This law covers workers who are 40 years of age and older. An employer must have at least 20 workers to be covered by this law. The Equal Employment Opportunity Commission (EEOC) enforces the Age Discrimination in Employment Act.

How Does the Age Discrimination in Employment Act Protect You?

According to the Equal Employment Opportunity Commission (EEOC), the Age Discrimination in Employment Act makes it unlawful for an employer to make employment-related decisions based on an employee's or a prospective employee's age. Here are several ways in which workers age 40 and above are covered:

- An employer can't make hiring decisions based on an applicant's age and he or she can't discriminate based on age when recruiting job candidates, advertising for a job or testing applicants.
- An employer can't fire a worker because of his age.
- An employer can't use age to classify, segregate or limit an employee if this will negatively affect the employee's status or deprive him or her of opportunities.
- An employer can't use age to determine an employee's pay.

Preventing Age Discrimination at Work (continued)

- An employer can't deny benefits to an employee because of the employee's age. In some circumstances, however, the employer may provide reduced benefits to older workers if the cost of providing those reduced benefits matches the cost of providing benefits to a younger worker. In other words, the cost of providing the benefits to older workers and younger workers must be the same.
- An employee may take age into account when making an employment-related decision only if it is in regard to an authentic qualification necessary for the business's operation.

What To Do If Your Boss Fails to Abide by the Age Discrimination in Employment Act?

Regardless of the fact that the Age Discrimination in Employment Act was signed into law in 1967, employees continue to discriminate on the basis of age. In Fiscal Year 2006 (October 1, 2005 to September 30, 2006), the EEOC received 16,548 complaints about age discrimination (Age Discrimination in Employment Act (ADEA) Charges Equal Employment Opportunity Commission). If you experience age discrimination at work or in the hiring process go to the EEOC Web Site and read the rules for Filing a Charge of Employment Discrimination.

Dawn Rosenberg McKay has been the Career Planning Guide on About.com since 1997. She ran a job and education information center at a large public library for over five years, working with clients who were going through career transitions, such as career change and job loss. Dawn also assisted new high school and college graduates during the transition from school to starting a career. She has led workshops on resume writing, job interviewing, networking and job searching on the Internet. Dawn is a member of the National Career Development Association (NCDA). She is also the author of The Everything Practice Interview Book and The Everything Get-a-Job Book, both published by Adams Media, as well as several civil service test preparation books that were published by Peterson's and Pearson Education.

Source: http://careerplanning.about.com/od/federallawsus/a/age_discriminat.htm

Your Job Search: Researching Jobs and Employers

By Bob Skladany, AARP.org

Remember when looking for a job meant scanning the newspaper and circling the openings with a red pen? Or remember when you could just walk into the lobby of a company and fill out an application?

Those days are over. Welcome to the brave new world of job searching. Sure, the old methods still work on rare occasions; but otherwise, there's a new approach to re-searching jobs.

Online Job-Posting Boards

Employers now post their openings on the Internet. Think of online job boards as the electronic version of the Help Wanted section of the newspaper. You can search for opportunities by location, profession, industry, occupation, full-time, or part-time. You can even find jobs within a 10-mile radius of your ZIP code.

Large, generalized job-search engines, such as Monster.com and CareerBuilder.com, post many jobs for a broad range of job seekers. There are specialized boards for industries and occupations, such as HotelJobs.com and TeacherJobs.com. There are also job-search engines or portals based on expected income levels. For example, TheLadders.com only promotes itself to people earning "over \$100,000."

Finally, there are job-search portals specializing in the 50+ worker, including RetirementJobs.com and AARP.org. Employment Web sites focused on older candidates are more likely to have openings that appeal to the needs and interests of age-50+ workers. Such sites also feature employers who are actively seeking older workers.

Determine which job sites to use based on the kind of employment you're looking for; for instance:

1. Hourly Wage Positions (administrative, clerical, manual labor, trades, personal service and technical): Whether looking for full-time or part-time, year-round or seasonal work, job-seekers searching for hourly wages should consider visiting RetirementJobs.com and AARP.org; Monster.com and CareerBuilder.com; and possibly SnagA-Job.com.

Your Job Search: Researching Jobs and Employers (continued)

Most major employers also maintain their own career-center areas on their Web sites. To find these areas, search by company name and locate the "Jobs," "Careers," or "Open Position" pages.

2. Salaried Positions (professional, senior technical, sales, supervisory, managerial): You can find postings for salaried positions paying \$30,000 to \$70,000 on the same job sites as hourly positions. However, if this is your income category, extend your search to include profession, occupation, and industry-specific job boards. Also be sure to check the job postings at the Web site of your industry trade group or professional association.

If you have an interest in a public service or government position, try USAJobs.gov, the official employment Web site for the U.S. government.

3. Higher-Paid Salaried Positions (senior professional, upper management, executive): These are salaried positions generally paying more than \$70,000. You can find announcements for these types of openings on some of the sites previously mentioned. More than likely, however, you will have to look at others as well. One of the more popular sites is TheLadders.com (only \$100,000+/yearly jobs). There are also 6figure-jobs.com, Execunet.com, and Executive Search Online.

Employment Agencies and Placement Firms

Employment agencies, placement firms, and "headhunters" search for qualified candidates on behalf of employers. You are advised not to pay recruiters for their services; instead, the hiring companies pay them substantial fees. The placement professional's job is to locate and screen candidates to present to the employer. The type of agency you use depends upon the type of employment you seek.

1. Hourly Wage Positions. You can locate agencies in the Yellow Pages, online, through your state's Career One-Stop branch, or a local employment services agency. Many community-based social service agencies also maintain lists of employers seeking referrals.

The most common employment agency is the so-called "temporary" staffing agency. Staffing firms hire you and then place you out on short-term assignments. However, they often provide "temp to perm" jobs, which begin as temporary assignments but may evolve into regular employment.

Your Job Search: Researching Jobs and Employers (continued)

2. Salaried Positions. Employment agencies for higher-paying positions often specialize in specific industries or professions, although some major firms perform placement services in broad occupational areas. The Yellow Pages, the Internet, or your own networking should reveal the most reputable and effective agencies in your location, industry, or profession. Such agencies are called "contingent-fee placement" firms, because typically, they get paid only if they place a candidate in a job.

Government-run employment offices seldom offer salaried or higher-paid jobs.

There is also an emerging category of temporary or contract-staffing agencies that fill higher-paid positions. These firms match candidates to professional and managerial positions that are paid by the hour, under contract, for fixed periods of time.

3. Higher-Paid, Salaried Positions. Agencies that can help you find these jobs are generally specialized "retained search" or headhunter firms. "Retained search" refers to how these types of agencies are paid for their services. These firms receive payments in advance in order to generate candidates and keep part or all of their retainers, even if they do not produce the final candidate. There are online lists of retained search and specialized employment agencies. Your own personal networking can get you in contact with such firms.

Traditional Print Advertising

Online job postings have not completely displaced print advertising. Newspapers, trade magazines, and professional journals continue to post ads for open positions and are worth a look.

1. Hourly Wage Positions. Check out the Classified or Help Wanted sections of major and local newspapers. Smaller employers in particular still use newspapers, because they are low-cost and reach specific labor markets. Larger employers often post online and in newspapers, so be sure to check the good old Sunday want ads.

2. Salaried Positions. You can still find openings in the newspaper, but you'll also want to look in the trade and professional journals relevant to your field. For example, if you're searching for a sales management position, in addition to SalesJobs.com, you'll want to review Sales & Marketing Management Magazine.

In addition, there's an association and magazine for virtually every industry, profession, and major occupation. Find association listings online or by using a library resource, such as the Encyclopedia of Associations.

Your Job Search: Researching Jobs and Employers (continued)

3. Higher-Paid Salaried Positions. It's pretty unlikely that you'll find job ads for highly paid positions, although nonprofit, education, and health care positions are often advertised this way. Searching for executive positions, you may have better luck with trade magazines and professional journals.

The Old-Fashioned Way: Contact Employers Directly

Contacting employers directly requires doing more research, but many people still find their jobs this way. Spend some time in the local library or online searching for addresses, phone numbers, and e-mail information for local employers. Again, how you conduct your search varies based on the job you want:

1. Hourly Wage Positions. You can sometimes walk into an employer's facility—be it a store, factory, or office—and ask for an employment application. You may be able to complete it on the spot, in writing; the prospective employer may also ask for a résumé or work history. Be ready, too, to be placed at a computer and asked to complete your application online.

2. Salaried Positions. Particularly when applying directly, be prepared to do more research for salaried jobs. Employers will probably direct you to apply via their career Web pages. But don't stop there. Find out who handles recruiting for the position, and if possible, the name of the hiring manager. This will take a few phone calls or e-mails and networking, but don't quit. Your chances of securing an interview are much better if you can communicate with an actual person. Continue to research the employer.

You have to walk the line between being persistent and being a pain in the neck, but know that persistence pays off.

3. Higher-Paid Salaried Positions. You can try the methods suggested for lower-paying positions, but the time-proven way to get interviews for higher-paying jobs is through networking and connections. Start working the phones and visiting social-networking sites, such as LinkedIn. You'll be amazed at how often you can find someone who knows someone where you want to work.

Bob Skladany is the chief career counselor for RetirementJobs.com.

Source: http://www.aarp.org/money/work/articles/researching_jobs_and_employers.html

Tips for Successful Networking

By: AARP.org

Simply put, “networking” means “making connections with people.” It’s probably the most important thing you can do to achieve professional success. Your network includes business acquaintances and personal and community contacts.

Why network? According to BH Careers International, 80 percent of all available jobs are not formally posted. Landing a position is more easily accomplished through word of mouth.

You should always be networking, no matter what your current job status. You never know when you will need to call on your contacts or when they may have a lead on an exciting new opportunity.

Getting Started

- Prepare an "elevator speech," a 30-second summary of who you are and what you'd like to do professionally.
- Always have business cards with you and an updated résumé you can send up-on request.
- Think of every place you go as an opportunity to meet people. That way, you can expand your network seamlessly.

Building Your List

- Write down the names of current and former colleagues, acquaintances from professional organizations, and the business associates of family and friends. Many companies count on employee referrals as a major source of new hires.
- Cultivate your personal network—neighbors, relatives, organizations, religious or community groups, book clubs, or fellow volunteers. Look to all generations for networking opportunities.
- Fill in the gaps by reconnecting with old acquaintances, getting involved in the committees of your favorite organization, or volunteering.

Making Contact

- Build rapport by contacting people when you don't need anything.

Tips for Successful Networking (continued)

- Stay in touch every few months, and your conversations can be purely social.
- Ask for advice, not a job. Draw out stories about your contacts' professional experiences.
- After you've met someone knowledgeable and interesting, send a quick e-mail or a handwritten note saying how much you enjoyed meeting the person. If you want to learn more from him or her, propose lunch or coffee and say when you'll follow up.
- When someone helps you, say, "Thank you!"

Online Networking

- Join the Online Community on AARP.org. Sign up with a group and chat with other 50+ workers at The Water Cooler—Your Place for Job Talk at 50+ (<http://www.aarp.org/community/profile/groups/index.bt?membername=TheWaterCooler>).
- The Riley Guide (<http://www.rileyguide.com/support.html>) lists networking and support groups by geographical area.
- What's better—traditional networking or online networking? Read what career expert Peter Weddle (<http://www.weddles.com/seekernews/issue.cfm?Newsletter=219>) has to say.
- Join social networking sites:
 - Facebook (<http://www.facebook.com/>)
 - * LinkedIn: (<http://www.linkedin.com/>) Online network where professionals connect with each other for mutual support, contacts, projects, jobs.
 - * Secrets of the Job Hunt (<http://www.secretsofthejobhunt.com/>)
 - * Ryze Business Network (<http://ryze.com/>)
 - * 40-Plus (<http://www.40plus-dc.org/>)
 - * Five O'Clock Club (<http://www.fiveoclockclub.com/>)
 - * Women for Hire (<http://www.womenforhire.com/>)
 - * I-Village Job Seekers' Support Group
(<http://messageboards.ivillage.com/iv-wdjobsupport>)

Source: http://www.aarp.org/money/work/articles/successful_tips_for_networking.html

How to Use Job Search Networking to Find a Job

By Alison Doyle, About.com

Even though job search networking is one of the most successful ways to find a new job, it can sound intimidating and sometimes seems a little bit scary. It doesn't have to be. My father ended up in a conversation on an airplane with someone who was looking for an aeronautical engineering job. My dad happened to be in the same field and ended up assisting the person in getting a new job. Sometimes, that's all it takes. I've been offered jobs on more than one occasion simply because a friend or acquaintance knew my background and skills.

Informal Job Search Networking

Try job search networking, it really does work. At at least 60% - some report even higher statistics - of all jobs are found by networking. Develop contacts - friends, family, neighbors, college alumni, people in associations - anyone who might help generate information and job leads. You can take a direct approach and ask for job leads or try a less formal approach and ask for information and advice. Contact everyone you know. You may be surprised by the people they know. Make yourself pick up the phone and call. It helps to assign yourself a quota of calls to be made each day. The more phone calls you make the easier it will become.

Email is a perfectly acceptable way to network as well. Keep your message brief and to the point and be sure to check your spelling, grammar, and punctuation.

How to Use Job Search Networking to Find a Job (continued)

If you are attending a holiday gathering or any other type of party, it is appropriate to mention in casual conversation that you are seeking employment. Accept all the invitations you receive - you never know where or when you might meet someone who can provide job search assistance! My stepson was not only offered a co-op position by one of my friends that he met at a birthday party at our house, he was also remembered a year later when the company was hiring.

Formal Job Search Networking

Formal networking works too - try going to a business social or an association meeting or event. You'll find that many of the participants have the same goals you do and will be glad to exchange business cards. If you're shy, volunteer to work at the registration table where you can greet people as they come in or bring a friend to walk around the room with you - there's security in numbers.

As well as networking the old fashioned way, use the internet to network. Visit discussion boards like the Job Search Forum to network with career professionals and other job seekers. Use Vault's message boards or visit one of the sites, like LinkedIn, that focus on online job search and career networking.

If you belong to a professional association visit its web site for career assistance. Are you a college alumnus? Contact the Career Services office at your alma mater - many universities have online career networks where you can find alumni who will be thrilled to help you with your job search.

Source: <http://jobsearch.about.com/cs/networking/a/networking.htm>

Networking Tips for Introverts

by Bettina Seidman - September 30, 2008

Effectively building - and leveraging - a network of professional contacts is essential to your ultimate success. But if glad-handing isn't your style, networking can look like a high hurdle. The good news: There are several ways to make effective networking more comfortable.

The Myers-Briggs Type Indicator, a widely used inventory, defines people according to where they get their energy on the extrovert-introvert scale. Typically, extroverts get theirs from interaction with other people and taking initiative in work and personal situations, while introverts tend to get energy from thoughts, memories, and feelings.

Conventional wisdom says extroverts jump into networking easily. However, the reality is that introverts are often more successful because they prepare so well. Extroverts are often so used to "winging it," that they often don't develop good contacts and good information.

If you're an introvert, here are some tips to improve your networking:

- Don't try to become a master networker overnight. Instead, take baby steps. If networking hasn't been a regular part of your life, take it slowly and build confidence.
- Don't assume you're bothering people. Most will be glad to hear from you based on a mutual contact, friend or colleague.
- Rely on your supporters. Network first with mentors, close colleagues, and friends.
- Remember all the times when you have been successful in other group endeavors.

Networking Tips for Introverts (continued)

- Try to take a colleague, friend or manager to meetings or conferences so you'll know at least one person there.
- Don't underestimate the power of listening. It is a valuable and appreciated talent.
- Make the most of what you know. Take the time to read an industry newsletter in advance of attending a business/social event or in preparation for an informational interview with a contact, so that you will be comfortable sharing the tidbits you have learned.
- Develop a well-crafted pitch, focused on your goal and what you bring to the table.
- Rehearse, rehearse, rehearse. Many people get tongue-tied when meeting someone new, so practice what you plan to say.
- If you have news or a problem to solve, try picking up the phone and telling someone else about it.
- Attend events that have a purpose. If you're uncomfortable at gatherings set up solely for networking, try to attend those that have a purpose - listening to a speaker, for example - since they tend to have a planned agenda.
- Reach out as often as you can, by picking up the phone or sending an e-mail.
- Try to get out of the office. It helps to get away from your desk, get out of your comfort zone, and walk around. Almost all encounters are worthwhile.

Bettina Seidman is a Manhattan-based career management coach working with clients locally in person, and across the U.S. by telephone. Contact her at SEID-BET@aol.com.

Source: <http://www.jobsinthemoney.com/news.php?articleID=694>

Networking at 50-Plus

By Dan Woog, Monster Contributing Writer

You're working on your job search. You've done your due diligence and understand the importance of professional networking, but if you're over 50, the traditional networking rules of going to professional meetings and handing out business cards won't be enough. Experience is a good teacher. Here are some lessons older job seekers may not realize they've learned

Know Your Sweet Spot

First, you must be clear about what type of job or company you're networking for, says Keith Ferrazzi, author of *Never Eat Alone and Other Secrets to Success, One Relationship at a Time*. Younger applicants are generally broader in scope. However, "the more ambiguous you are, the tougher it is," Ferrazzi says. "Older folks should have a clear understanding of their sweet spot -- where they'd be good and why. When you're over 50, you've got credibility. Give clarity to the experience that's behind your focus."

"Ask anyone who cares about you," Ferrazzi adds. "You never know who'll play golf tomorrow with the person you talk to today. You don't know who your dentist knows or who your brother-in-law knows at work." These people have "a higher level of confidence recommending someone over 50 than someone who's stretching for a job," he says. Besides, they have more contacts than younger people.

Be Your Age, Just Don't Act It

Older people tend to be more reserved when asking about potential contacts or jobs. "Get over it," Ferrazzi says. "Act like a young person." But, notes Daniel J. Kadlec, author of *The Power Years: A User's Guide to the Rest of Your Life*, "never appear desperate. You want people to recognize your accomplishments and professionalism before they recognize you're job hunting. Of course, you're not; you're simply open to new opportunities."

Networking at 50-Plus (continued)

Find a Mentor, Be a Mentor

Ferrazzi encourages more than reaching out to younger people -- ask them to mentor you. Jack Welch, former chairman and CEO of General Electric, had a 25-year-old mentor and assigned 20-something mentors to his top executives. "Don't be embarrassed to ask how the world works today," says Ferrazzi. In return, you can mentor your mentors by offering your own experience.

Not Your Mother's -- or Father's -- Networking

One way the world works, of course, is online. "This is not your mom-and-pop networking anymore," says Jean Cummings, a personal branding strategist and resume consultant who works with many over-50 executives. "Today, the Internet is key, even for job seekers who did not grow up with it." Business Web sites like LinkedIn and social sites like Eons are "good ways to connect with people in your target companies and in your field."

So is the Business Network International, which bills itself as "the world's largest referral organization" and includes regional chapters and vast databases. In addition, the AARP has business and social community boards.

Make Time for Face Time

After identifying contacts, arrange face-to-face meetings, Cummings says. If the organization where you seek to work is accessible, such as a local business or small company, simply walking in is an effective way to get a brief interview, she adds. "You'll immediately separate yourself out from those who only send paper and electronic resumes," she says.

Networking at 50-Plus (continued)

When reaching out to contacts, "articulate your personal brand," Cummings says. "Put the emphasis on what you uniquely bring to a job in terms of experience, wisdom, savvy and knowledge. Offer a sense of the challenges and opportunities their organization may be facing, and your thoughts on how you can improve their ability to make money, save money, limit risk, innovate and solve problems."

Don't apply only for posted jobs, Cummings says. "Since you're able to talk the language of your business or industry, and you're up on the latest trends, ask your contacts about jobs still in proposal or development stages," she says. "You could help create your own new job."

Cummings also suggests networking through trade associations you already belong to. Call people with whom you've worked on past projects. Many association Web sites have active discussion and bulletin boards.

Kadlec offers these additional hints: "Raise your profile by authoring an op-ed in your local newspaper, or maybe even a regular column. Give speeches to local clubs. Join some boards, and help out with a charity. These are all good ways to impress people who may be in a position to hire or recommend you."

Source: <http://career-advice.monster.com/job-search/professional-networking/networking-at-50-plus/article.aspx>

Overcoming Myths about Mature Workers

By Brad Taft, MBA, CMF

Why are some employers reluctant to hire older workers? A number of myths regarding mature workers prevail in the job marketplace. By identifying these misconceptions and understanding the facts to dispute them, job seekers can challenge these fallacies and strengthen their candidacy for career opportunities.

Myths and biases prevail due to ignorance. Everyone involved in the employment process must do their part to expose these misconceptions and bring the facts to light. The senior managers of companies must educate their workers, especially recruiters and supervisors who make hiring decisions, to have an open mind about hiring mature workers. Job seekers, with the help of career counselors, need to take an assertive approach to discussing these myths and to communicating their positive attributes that are in direct opposition to popular myths.

Here are 10 myths and biases and statements to dispute them:

Myth #1: Mature Workers are Less Productive

According to the Department of Labor, employees in their late 50's and 60's are more conscientious and hard working than younger workers. Productivity is a character trait - not a generational trait.

Myth #2: Older Workers are Sick More Often

According to the American Council of Life Insurance, workers 45 and older call in sick an average of 3.1 days per year compared to an average of 3.8 days for those 17-44.

Myth #3: Mature Workers are More Likely to Leave Employers

The opposite is true. In fact, according to the National Association of Working Women, women over 45 are 88% less likely to leave voluntarily than younger counterparts.

Myth #4: Older Workers are Less Competent

According to the Andrus Gerontology Center, the average age of candidates for top positions has increased steadily over the past 15 years. [sic] According to a Los Angeles County Mature Worker Council survey, mature workers were more highly educated than those under age 45 and bring a great deal of know-how to the workplace.

Overcoming Myths about Mature Workers (continued)

Myth #5: Mature Workers are Less Capable of Making Decisions

Utter nonsense. Studies prove that older employees are actually more capable of evaluating decisions than younger employees. However, they usually take a little longer because experience has taught them the wisdom of caution.

Myth #6: Mature Workers are Less Intelligent

Studies clearly indicate that perception, emotional stability, motivation and fund of knowledge are far more important to intellectual functioning than age. In fact, the ability to use an accumulated body of general information to make sound judgment and solve problems keeps rising with healthy people. (Harvard study.)

Myth #7: Older Workers are Inflexible and Set in Their Ways

When people control their hours, exercise autonomy and find opportunities to learn, the more likely they are to continue working and make a strong contribution to their organization, according to the Center on Aging at Boston College and the Families and Work Institute. There is ample evidence that well-balanced people who like their jobs are better contributors, are more productive and more flexible in their willingness to meet new challenges.

Myth #8: Mature Workers Don't Learn as Well

People who stay engaged in life will continue to adapt and learn. California State University compared the grades of students age 18 to 25 and others aged 49 to 72. There were no significant differences in the grades. In fact, the only difference was that the older people completed the learning experience at a significantly higher rate.

Myth #9: Older Workers are More Expensive to Employ

The hardest myth to debunk. For example, health insurance costs less for a 55 year old employee than for a 35 year old with 2 dependents. Healthcare costs are dependent on the individual. Regarding pay scales, it is time for employers to realize that the only way for compensation to go is not "up" but, in today's economy, compensation needs to be market-driven at any age. In the global economy of the 21st century, both organizations and individuals must break the link between pay and seniority.

Overcoming Myths about Mature Workers (continued)

Myth #10: Older Workers are Technology Challenged

This is true from the standpoint that younger employees have grown up in a technology driven society, but studies show that the fastest growing group of Internet users are 55 years of age and up. All that's needed is a little amount of focused education.

Job seekers need to anticipate what misconceptions prospective employers may have and then make statements that refute these common myths and biases. For example, one strategy to overcome Myth #7 is to be prepared to demonstrate how you adapted to new challenges and managed change in previous work environments. Regarding Myth #8, discuss a time where you took the initiative to take a training program or a college course in order to stay up with advancements in your function.

All stakeholders will benefit when the majority of myths and biases about older workers can be struck down. Be assertive in communicating the facts that support your candidacy!

Brad Taft, MBA, CMF, is president of Taft Resource Group in Scottsdale, Arizona and provides career transition consulting to individuals. He specializes in assisting mature workers in achieving continued career success with a strategic planning approach. He is co-author of Boom or Bust!: New Career Strategies in a New America (Cambridge Media, LLC, 2006), a Career Management Guide for Baby Boomers and older workers. Learn more about Brad at www.AgelessInAmerica.com and contact him at BradTaft@agelessinamerica.com.

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<<http://wiserworker.com/resource-center/articles/2> >.

Setting the Record Straight: Eight Myths about Older Workers

By Barb Jaworski

Talent shortage of unprecedented proportions is about to strike our workforce. Two ways to combat this threat to corporate wellbeing is to retain older, skilled and experienced workers as long as possible and by hiring more mature individuals. Yet few organizations are doing this, thanks in part to some enduring myths about the older worker.

The simple fact is that the first wave of Baby Boomers, that huge demographic born between 1946 and 1966, turned 60 this year. In just five short years, 41 percent of our working age population will be over 40. Over the next two decades, millions, yes millions, of Boomers will be leaving the workforce, many of those well before the traditional age of 65. Why is this such a problem? Well the Baby Boomers remain the largest demographic in history and there aren't enough younger people to fill those millions of vacancies - especially vacancies requiring a high degree of skill. Certain sectors are already feeling the pinch - healthcare, oil and gas, construction and energy in particular.

So doesn't it make sense to persuade older, skilled employees to stay with the company for as long as they are capable of performing their job? Doesn't it make sense to hire older workers to fill key skilled positions? Doesn't it make sense to initiate succession planning and mentoring programs within the organization pass on the valuable industry knowledge possessed by older employees? So why isn't this happening? Why do so many employees over 40 feel insecure? Why do employees discriminate against older workers, coaching their language in favour of "fresh, energetic and enthusiastic" (read younger) recruits? The answer is simple: there are many myths and stereotypes regarding older workers that are, for the most part, untrue.

It's time to dispel these myths and set the record straight. Let's examine the most popular myths.

Myth #1: Older workers aren't flexible or adaptable. They resist change.

Reality: Older workers are just as adaptable once they understand the reason for the change. They are more likely to ask why because they have seen past changes in processes and procedures abandoned in mid-stream when they didn't bring expected rewards quickly enough. Studies show that a younger worker can be just as "strong-willed" as an older worker.

Eight Myths about Older Workers (continued)

Myth #2: Older workers can't or won't learn new skills.

Reality: Studies show only negligible loss of cognitive function of people under 70. While older workers sometimes do take longer to absorb completely new material, their better study habits and accumulated experience actually lower training costs. Those over 50 are proving their ability to learn new skills by becoming the fastest growing group of Internet users.

Myth #3: 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. And a survey of workers over 40 by AARP found that 76 percent intend to keep working and earning after the traditional retirement age of 65. Those who intend to "retire" from their current job/career plan on launching an entirely new job or career. The Baby Boomers are, on average, a healthy and active cohort and can expect to remain so well into their 80s.

Myth #4: Older workers take more sick days than younger workers.

Reality: Attendance records are actually better for older workers than for younger ones. In fact, 80 percent of all older workers have no chronic health problems.

Myth #5: Older workers have more accidents.

Reality: Older workers account for only eight percent of workplace injuries. Older workers take fewer risks and statistically have lower accident rates than other groups.

Myth #6: 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. And while individual health, disability and life insurance costs do rise slowly with age, they are offset by lower costs due to fewer dependents. Overall, fringe benefits stay the same as a percentage of salary for all age groups.

While workers with tenure are entitled to more vacation time and pension costs related to the number of years worked, replacing workers is not cost free.

Eight Myths about Older Workers (continued)

Myth #7: Older workers are less productive.

Reality: Productivity is not a function of age. In fact, mature workers produce higher quality work, which can result in a significant cost savings for employers. Stories abound of highly committed older workers finding others' potentially costly mistakes regarding everything from misspelling of client names to pricing errors and accounting mistakes.

Myth #8: Older workers are not as creative or as innovative as younger workers.

Reality: Eighty percent of the most workable and worthwhile production ideas are produced by employees over 40 years old.

Interviewing Strategies—Do I Fit the Company?

By Debra Lea Thorsen

When you are interviewing for a new job, it is often difficult to tell if you are a good fit with a company. Often times, employees will put on their game faces and act happy even if that is not the entire story. And fitting in with a company's culture is imperative for getting ahead there and enjoying the corporate game. Many of my coaching clients like the work they do, but do not enjoy the work environment in which they do it. So, how do you tell if it is going to be a good fit?

Here are 5 questions that I recommend asking everyone that you meet within your prospective company:

1. What is the company's purpose?

If you ask five different people this question and get similar answers, then you can get a good idea of the company's purpose. You can then compare it to your personal purpose and mission statement and see if there is a good fit. If you haven't written your purpose or mission statement, now is a good time to write a Personal Purpose and Mission Statement.

If you ask five different people what the company purpose is and you get five completely different answers, then this should be a red flag. Interpreting this information will require you to use your intuition, because it could mean many things.

It could mean that the leadership of the company does not communicate effectively and clearly. It could mean that the only purpose of the company is to make money and the other purposes are secondary. It could mean that there is a lack of leadership in the company. What do you think this means?

2. What is the mood of the company?

Ask people what is the mood of the company. This might take a little explaining, but you can get some valuable information from these answers.

Places, organizations, days, and times of day all have moods. You may notice that Monday morning and Friday afternoon have different moods. Also note that New York City has a different mood than the Bahamas. If you work for a company, you may notice that there is a certain mood that permeates the organization.

Interviewing Strategies—Do I Fit the Company? (continued)

Moods are contagious. If you spend 40 plus hours working in a company, chances are that you will begin to absorb the mood of the company at some point. This is great if your company's mood is one of excitement or ambition. Not so great if your company's mood is one of resignation or frustration.

3. What are the values of the company?

As with the first question on purpose, you should get similar answers from everyone that you ask. Maybe not the same exact words, but the flavor of the responses should be similar. And watch out for cliché's like "superior customer service" and "being the world class supplier of technology solutions". Also, pay attention to the emotional responses and body language of the people you ask this question. Do their emotions and body language seem in sync with their answers?

What you want to know is, "Are the values of this company in alignment with my values?" They don't need to be identical. But, there will be problems if they are in conflict with your values. If you aren't clear on your personal values, now is a good time to clarify your values.

4. How would you characterize the leadership style of the CEO?

There are lots of leadership styles in the business world today. They run the continuum from command-and-control leadership to collaborative. The CEO's leadership style will set the tone for the whole organization. It doesn't necessarily mean that if the CEO has a command-and-control style your immediate boss will, but you will know what it takes to succeed and thrive at this company.

If you learn that the CEO is a real command-and-control type and you are comfortable being part of a hierarchy, then no problem. But, if you are a free spirit who likes a lot of independence, this might be a red flag.

Interviewing Strategies—Do I Fit the Company? (continued)

5. Do the leaders at this company walk their talk?

You might not get a straight answer on this one, but it is definitely worth asking. One of the biggest issues that I find in companies is leaders who say one thing and do something else.

Before you go on the interview, spend some time envisioning the work environment in which you will thrive. What does an optimal work day look like? The clearer and more detailed your picture is the better. With a clearer picture of what you are looking for, you can view the company you are interviewing with a discerning eye.

Debbie Thorsen is a certified coach who helps people reframe problems and situations in a positive way so that action and learning is possible. She often sees new and exciting opportunities where her clients feel hopeless and stuck.. Debbie can be reached at coach@corporaterebels.com

Source: <http://www.jobbankusa.com/CareerArticles/Interview/ca70104a.html>

Assess Company Culture to Find the Best Fit

By Michael Neece, Monster Contributing Writer

Landing a great job involves more than interviewing well, getting an offer and earning a paycheck. While it's the interviewer's responsibility to assess your skills and experience, it's up to you to determine whether a particular employer is aligned with your core values and beliefs.

Working at a company with values inconsistent with yours is stressful, unrewarding, even depressing at times. No matter how great the position and salary, if you're working in a caustic, understaffed and unethical culture, you'll feel unfulfilled.

The job interview is your best opportunity to assess the work environment and organizational norms. But how can you assess the culture while you're being interviewed?

Organizational culture is dictated by the values, behaviors, beliefs and norms that permeate the group. Culture is expressed through the words and behaviors of each employee. Company or department leadership sets the overall tone.

Recruiters and managers often say that a candidate “fits” or “doesn't fit” to explain why a candidate should be offered a job offer or not offered one. What interviewers are really saying is the candidate fits or doesn't fit into the company culture. Many companies, in an effort to perpetuate their corporate cultures, hire people they feel fit and reject candidates whom they think do not fit their culture.

You should be sure the culture works from your standpoint as well. Rarely will you find a work environment totally aligned with your values, but you should be able to find organizations where the culture and your values can coexist.

Be a Keen Observer

Here are some of the things to be cognizant of during your interview experience:

- How are you treated while interviewing?
- What phrases do the interviewers use frequently?
- Is there a theme or unspoken tone to the questions asked?
- How does the environment feel to you?
- How prepared are the interviewers? Are they on time?
- Were you given an interview schedule?
- Were you treated like a prisoner or a guest?
- Are your responses to questions treated with suspicion or professional curiosity?
- How considerate is the company recruiter?

Assess Company Culture to Find the Best Fit (continued)

Ask for Details

Of course, digging up facts about company culture doesn't have to be an altogether clandestine effort. You can simply ask questions about organizational culture. Here are a few to consider:

- What three words or phrases would you use to describe the company or department culture?
- How does the company (team) handle conflict or differing opinions?
- How does the company recognize employee accomplishments?
- Does the company have a code of ethics?
- Please describe the leadership or managerial style at your company.
- What qualities do the most successful employees in your company possess?
- What is the company's attitude toward professional and educational advancement?

Job interviews are business events where your talents are evaluated -- and they are also your opportunity to evaluate how the company's culture complements your values. Be sure to make the observations and ask the necessary questions to make a good assessment of whether the culture is the right fit for you.

Source: <http://career-advice.monster.com/job-interview/Interview-Preparation/Assess-Company-Culture-Best-Fit/article.aspx>

Finding a Job with the Right Corporate Culture

By Scott Brown

CAUSES OF CORPORATE CULTURE

The main driver of a company's culture is its senior management team. These people set the stated business objectives. They also set unstated guidelines by the way in which they manage people. For example, Jack Welch set a culture of people focused on competition and selling more than competitors when he set a business objective that all GE companies had to be #1 in their markets. Sam Walton set a corporate culture of attention to detail by visiting individual Wal-Mart stores personally and inquiring about minute issues.

COMPONENTS OF CORPORATE CULTURE

Sense of Urgency - While just about all business managers will tell you their objectives are important, there is often a discrepancy between what they say and the decisions they make. By asking employees to work however many hours it takes to finish projects and demanding that deadlines be met, managers create a corporate culture where performance is highly valued. Many managers, on the other hand, put a premium on employee comfort and low stress levels, and therefore do not demand that employees work harder or more hours to accomplish objectives. If you're a performance-minded person, there's a good chance you'll be unhappy in a comfort-minded company. People who are goal-oriented and who are looking to accomplish a lot in their careers can feel stifled by a corporate culture that does not want to "overwork" its employees.

Business Size - Business size has a major impact on job satisfaction. Working at a large company, you may feel distant from decision making and having an impact. However, large companies generally provide more opportunities for career advancement. Large companies can also provide more social interaction, opportunities for after-work activities, etc.

Business Philosophy/Identity - Most companies tend to have a unique identity and philosophy. For some companies, they pride themselves on giving back to the community. Some are focused on making as much money for their employees as possible. And others are focused on providing a great work environment and being a place people want to work. Finding a business with a philosophy that matches your values will make getting up for work in the morning much more enjoyable!

Management Style - Some managers give their employees wide latitude to make decisions. Others want to be involved in details and have more control over everything that's going on.

Finding a Job with the Right Corporate Culture (continued)

Degree of Trust - In some companies, people openly trust each other and share information with their co-workers. At other companies, people are secretive and even distrustful.

Understanding of Personal Issues - It's possible for a company to be focused on performance, but to still be generous with its employees in times of personal need (such as when someone has a sick family member).

WAYS TO DETERMINE CORPORATE CULTURE

It's often possible to get a sense of a company's culture by looking at their web site. They may include speeches from their senior managers or news items discussing company initiatives that indicate cultural values. Before interviewing, it's a good idea to think about the values you'd want a company you work for to have, and if it's not obvious to you the company has them, ask the person you're interviewing with what the company's philosophy is on the issue. Ask for examples to be sure the interviewer isn't just selling you on the company and can provide facts to back up their assertions. By asking culture questions and showing that you are interested in making sure you and the company fit well together, you're also communicating to the interviewer that you're a professional and that you are looking for a job that really makes sense for you.

Scott Brown is the author of the Job Search Handbook (<http://www.JobSearchHandbook.com>). As editor of the HireSites.com weekly newsletter on job searching, Scott has written many articles on the subject. He wrote the Job Search Handbook to provide job seekers with a complete yet easy to use guide to finding a job effectively.

Source: http://www.streetdirectory.com/travel_guide/189163/careers_and_job_hunting/finding_a_job_with_the_right_corporate_culture.html

Fitting Into Corporate Culture

By Robert Watson

When searching for a new job, one of the most often overlooked aspects of finding a new job is making sure that you can fit into corporate culture. One of the things that the hirers are looking for is a "good fit", which is their way of saying that you need to be a match for their corporate culture. Nobody wants you to come in and mess up the way that things have always been. In addition, they know that if you do not like the way that the company runs things, then you are likely to leave, costing them time and money.

Being a flexible and adaptable person is important, and it is something that most people can do, but it is something that you cannot often prove to the employer during the interview, where you can often only display one or two sides of your personality before looking like an actor, or a fake. Thus, if you want to be successful at your interview, and you want to show that you can fit in with corporate culture, then you want to take some time to observe the workers there, and their interaction. If you arrive between five and ten minutes early, you might be able to see the current employees at work. Watching their interactions, observing their dress, and taking a passing glance at their workstations should tell you a lot about how the company operates on a day-to-day basis.

Most of the time, you will be lead deep into the company's work area, where you will be interviewed in a conference room, which should give you some opportunity to assess the job site. Keep in mind what you have seen, and if you are tested on your at-work behavior, you can customize your answer to what you have seen. Noticing a laid-back corporate culture, you can answer confidently that you would rather have open deadlines on projects and that the company can count on you to finish projects on time. If you see that things are run on a pretty tight ship, emphasize your ability to work hard on projects without a lot of outside assistance and guidance.

If you are applying for a managerial position, see if you can spot how the people on your team might be. Sometimes you can spot problem employees, and if you are working in close quarters with others, you will need to take a close look at the cleanliness of your co-workers. If you find that you are unable to cope with them later, you'll likely have to find a new position.

Fitting Into Corporate Culture (continued)

You should use your observations to your advantage as well. If you notice that there are messy workstations, suits and ties, and little to no interactions between employees, you can determine that this job will probably swamp you with work, and not allow you too much time to socialize. For many people, that tells them that they may not want to work for this company, while others will love this kind of environment. If you use your head while making assessments of corporate culture, both you and the company will benefit.

Robert Watson is the author of the book Job Hunter's Handbook.

Source: http://www.streetdirectory.com/travel_guide/192472/corporate_matters/fitting_into_corporate_culture.html

Benefits Of Working In a Small Company vs A Corporation

By Tony Jacowski

While many people may be tempted to take up the first job that comes their way to take care of the bills and huge student loans that need to be repaid, others may mull over this decision for quite some time and select a company that fits their goals and needs.

The job market today is extremely competitive, and if you want to work with a company that suits your job requirements, you will have to weigh the pros and cons of working with both small and big organizations.

Benefits of Working for Small Companies

You need to choose your work environment carefully where you can showcase your talents and pave your way to a fulfilling career. Working with a small company has its own advantages. When you choose to work for a smaller organization, you stand a greater chance of being noticed. You don't get lost in the crowd - and if you are strong performer, you will get faster promotions and pay raises.

Small companies are the ones that have a total workforce of five hundred or less. These companies are generally fast-paced and it is a lot easier to excel, provided you have the talent required to reach the top. If you lack specialization in a particular field, but have the ability to learn new skills and handle variety of projects, you can easily get a good job in smaller organizations. In fact, by being involved in multiple projects, you gain more experience and become more competent.

In the past, people chose large companies as they offered better job security. However, with the current trend of employee downsizing among large organizations, there is little or no job security in the first place. Unlike large companies, in small organizations you get to interact with the top management. This goes a long way in building a loyal and committed workforce.

Benefits of Working for Large Companies

Large companies usually have a workforce comprising of about two thousand or more employees who compete with one another to reach the top positions that are usually limited. Most people choose to work with large companies because of the benefits that they are offered. More than eighty percent of these companies offer health care packages to all their employees and their families. They may also offer other benefits such as paid vacations, paid holidays, retirement benefits, and full-coverage health insurance.

Benefits Of Working In a Small Company vs A Corporation (continued)

One of the biggest advantages of working with a large company is that generally, you can start off with a higher salary as compared to smaller companies. Large companies operate in a more structured manner and salary increments, bonuses and promotions are linked to the performance of the company and the organization. As an employee of a corporation, you have access to a variety of training programs that are designed to hone your business skills and upgrade your technical knowledge.

Since these companies have a wide network, you may get a chance to relocate to your favorite destination for better living opportunities. Large companies provide a stable work environment and the growth of the company largely depends on the team spirit of the workforce.

Your choice of organization should be based on quality of work experience you will gain rather than the size of the organization. If you have the talent and the expertise, you will quickly climb the corporate ladder irrespective of the size of the company.

Tony Jacowski is a quality analyst for The MBA Journal.

Article Source: http://EzineArticles.com/?expert=Tony_Jacowski

Source: <http://ezinearticles.com/?Benefits-Of-Working-In-A-Small-Company-vs-A-Corporation&id=919348>

AARP National Employer Team

By AARP.org

These companies, formerly known as Featured Employers, joined with AARP in this program because they recognize that older workers make up a very important part of the workforce. They want to hire older workers because they know that we bring leadership, experience, and skills to do the job.

Retail

The retail industry is one of the biggest employers in the country. Retailers sell goods and products to consumers. There are many different kinds of retailers, including department stores, specialty stores, discounters, catalogs, Internet sites, independent stores, chain restaurants and grocery stores. Retailers have a real need for employees who have good people skills.

Many salespersons work evenings, weekends, and long hours from Thanksgiving through the beginning of January, during sales, and in other peak retail periods.

Types of Jobs Available

Salespersons	Cashiers	Counter and rental clerks
Purchasing manager and buyers	Merchants	Administrative support
Industry experts	Pharmacists	Skilled artisans

Unique Features

There are a lot of opportunities for part-time and temporary work in retail. These jobs are great for people who want more income each month.

Featured Employers

- The Home Depot
- Borders Group
- CVS/pharmacy
- Walgreens
- Toys R Us / Babies R Us
- Staples, Inc.

AARP National Employer Team (continued)

Health Care

Health care is one of the biggest businesses in the country. It's also growing at a very fast pace, and there are lots of job opportunities in this area. Most health care companies employ either doctors, dentists, or health workers. The health services industry includes anything from small-town private practices with small teams to busy inner-city hospitals that provide thousands of different kinds of jobs.

Health care includes the following nine kinds of companies: hospitals, nursing and residential care facilities, offices of physicians, offices of dentists, home health care services, offices of other health practitioners, outpatient care centers, other ambulatory health care services, medical and diagnostic laboratories.

Types of Jobs Available

Nurses	Doctors	Paramedics
Administrative support	Housekeepers	Phlebotomists
Dietary and clinical technicians	Lab technicians	

Unique Features

The health care industry is facing a shortage of workers, especially nurses. There are lots of opportunities in this field.

Featured Employers

- WellStar Health System
- Johns Hopkins Medicine
- Quest Diagnostics
- Scripps Health
- Universal Health Services

Caregiving

The Caregiving industry is a smaller part of the Health care industry and is made up of businesses that provide care giving services to adults as well as infants and children.

AARP National Employer Team (continued)

There are a number of trends that contribute to the rapidly increasing demand for caregiving services to adults:

- The cost of institutionally-based healthcare continues to climb;
- More and more seniors are opting to remain in their comfort of their homes as long as possible;
- More and more boomers who need care for aging parents live long distances from those parents; and
- Advances in in-home medical technologies are making in-home caregiving more feasible and cost-effective.

In addition, in many homes both parents work outside the home so, parents need caregiving services for their children, and many employers now offer caregiving services to children and seniors as an employee benefit. Thus, the caregiving industry provides many new employment opportunities for mature workers.

Adult caregiving organizations frequently offer free training to those who want to provide hands-on personal care, homemaker and companion services. These services often supplement home-based skilled nursing in the home, services done by trained professionals under a doctor's prescription. Those skilled services include physical therapy, counseling, occupational and vocational therapy and high-tech care, such as intravenous therapy.

Organizations that provide caregiving services to children provide care to preschoolers, but often care for older children when they are not in school. They may also offer pre-kindergarten educational programs. And there are opportunities to provide home-based personal and medical care for children with special needs.

Types of Jobs Available

Child care worker	Baby sitter
Infant nurses	Nannies
Homemaker/ Housekeepers	Teachers
Administrative/Support Staff	Corporate/Regional Management
Home Health Aide	Home Care /Visiting RN, LPN
Companion Caregivers	General Office
Nurse Aide/Personal Care Assistant	Marketing Professional
Staffing/Service Coordinator	Outside Sales Professional
Certified Nurse Assistant	

AARP National Employer Team (continued)

Featured Employers

- Bright Horizons Family Solutions
- Home Instead Senior Care
- Right at Home
- Synergy HomeCare

Business and Marketing Services

The business services (also called “business process outsourcing”) industry provides routine support for the day-to-day operations of companies that don't want to do those jobs themselves. The support may be administrative or managerial. Depending upon the types of job, they may be located on- or off-site. For instance, mail room services may be on-site at the company needing the service while call centers may be at the business service company.

The marketing sales industry includes merchandising service organizations, event marketing and demonstrations. These are the companies that help other companies sell their products.

Types of Jobs Available

Business Services	Marketing Services
Office administration	Merchandising
Personnel management	Marketing
Document preparation	Sales
Clerical services	Management
Customer service and sales	
Call center operations	
Mail room operations	

Unique Features

Jobs in business and marketing services may involve traveling around and working in different places day-to-day.

AARP National Employer Team (continued)

Featured Employers

- AnswerNet Network
- News America Marketing
- Pitney Bowes, Inc.
- APAC Customer Services, Inc.
- Sitel, Corp.

Communications

There are many different types of jobs in communications. Two important areas are telecommunications and cable communications. Both of these industries offer many services to the public. Some of these services include television, Internet and phone. Many people who work in communications know a lot about technology. There are also people who work in this industry who provide administrative support for their companies.

The marketing sales industry includes merchandising service organizations, event marketing and demonstrations. These are the companies that help other companies sell their products.

Types of Jobs Available

Customer service representatives
Engineers
Call center operations
Installation, maintenance, and repair

Technical operators
Information Technology specialists
Administrative support jobs

Unique Features

The communications industry is changing at a fast pace. Workers in this industry will constantly learn new skills during their career.

Featured Employers

- AT&T
- Comcast Cable Communications, Inc.
- Verizon

AARP National Employer Team (continued)

Federal Government

The Federal Government is the Nation's single largest employer. Its essential duties include defending the United States from foreign aggression and terrorism, representing U.S. interests abroad, enforcing laws and regulations, collecting income taxes, and administering domestic programs and agencies. In 2004, the Federal Government, excluding the Postal Service employed about 1.9 million civilian workers, or about 1.3 percent of the Nation's workforce.

Due to the wide range of Federal jobs, working conditions are equally variable. While most Federal employees work in office buildings, hospitals, or laboratories, a large number also can be found at border crossings, airports, shipyards, military bases, construction sites, and national parks. Work environments vary from comfortable and relaxed to hazardous and stressful.

Even though the headquarters of most Federal departments and agencies are based in the Washington, D.C. area, only 1 out of 6 Federal employees worked in the vicinity of the Nation's Capital in 2004.

Types of Jobs Available

Life, physical, and social science occupations

Lawyers, judges, law clerks and related workers

Computer specialists

Accountants and auditors Office and administrative support occupations

Electronic equipment mechanics, installers, and repairers

Correctional officers and jailers, detectives and criminal investigators, and police officers

Featured Employers

- Internal Revenue Service
- Peace Corps
- Office of Disaster Assistance (SBA)

AARP National Employer Team (continued)

Financial

Finance and insurance companies offer financial services. This is one of the largest businesses in the country. There are many different kinds of companies in this industry. Some offer financial advice, some offer banking, and others offer insurance products. While many workers in this industry work for large or small companies, others are their own boss.

Types of Jobs Available

Financial services sales agents	Brokerage clerks
Customer service representatives	Accountants and auditors
Financial managers	Financial analysts
Personal financial advisors	Bank tellers
Loan and credit clerks	General office clerks
Bookkeeping	Accounting
Auditing clerks	

Unique Features

There are many jobs in this industry. While some positions require a lot of experience and skill, others are good for individuals who want to start a career.

Featured Employers

- MetLife, Inc.
- New York Life Insurance Company
- Principal Financial Group
- SunTrust Bank

Hospitality and Other Industries

There are several different types of employers in the hotels and other accommodations industry category that cater to the varying needs of the customers that use their services. This industrial sector includes all types of lodging services, from luxurious five-star hotels to youth hotels and RV parks. In 2006, approximately 62,000 establishments provided overnight accommodations to suit many different needs and budgets.

The majority of establishments in this category are hotels and motels that can be classified as full-service or limited service. Full-service properties offer a wide range of services to their guests and include at a minimum a restaurant, beverage-service options,

AARP National Employer Team (continued)

and room service. Larger properties typically include retail shops of some kind, whether they are gift shops, newsstands, or convenience shops. Many offer laundry and valet services, fitness centers and/or health spas, swimming pools, and beauty salons. Limited-service hotels are freestanding properties that do not have on-site restaurants or the other services that full-service hotels offer, because those with limited service also have small staffs consisting of front-desk and housekeeping workers. Limited-service hotels do, however, typically offer continental breakfasts, vending machines, Internet access, and possibly unattended swimming pools.

Types of Jobs Available

Housekeeping	Food Preparation	Food Service
Chefs	Head Cooks	Wait Staff
Baggage Porters	Cashiers	Counter and Rental
Clerks		
Front Desk	Office & Administration	IT Staff
Management, Business, & Financial Operations		Other

Unique Features

There are many opportunities for seasonal and part-time work in the hotels and other accommodations industry. To attract and retain workers, the industry is placing more emphasis on training and retaining workers. Additionally, new hotels are expected to open providing additional job opportunities.

Featured Employers

- La Quinta Hotels

Staffing and Security Services

Staffing companies employ workers who then work for other employers. For example, while the worker does the day-to-day work for Company A, they actually get their paycheck and benefits from Company B (the staffing company). Many jobs for staffing companies are temporary. Employees who work for a staffing company may end up working for many different companies during their time there. There are staffing companies for every profession, ranging from entry-level to highly skilled.

Some staffing companies offer staffing security services for client companies.

AARP National Employer Team (continued)

Types of Jobs Available

Construction laborers	Human resource specialists
Office & administrative support	Office clerks
Labor relations managers & specialists	Supervisors & managers
Personal and home care aides	Receptionists

Professionals and executives in nearly every major industry
Job opportunities in the security services include security officers, supervisors and managers.

Unique Features

While many job opportunities are for temporary, or 'temp' workers, these jobs often turn into full-time, regular employment. Working for a staffing company is a great way to try different kinds of work.

Featured Employers

- Adecco
- AlliedBarton Security Services
- Express Employment Professionals
- Kelly Services, Inc.
- Manpower, Inc.
- Robert Half International
- Spherion Corporation
- Vedior North America

Transportation and Travel

The transportation industry is made up of companies that provide transportation of passengers and cargo. There are also lots of support activities for different kinds of transportation. Transportation companies use equipment or transportation related facilities to move goods from one place to another. The type of equipment depends on the mode of transportation. Different kinds of transportation include air, rail, water, road, and pipeline. The trucking industry is a big part of the transportation industry and delivers everything from automobiles to canned foods. Firms of all kinds rely on trucks for pickup and delivery of goods because no other form of transportation can deliver goods door to door.

AARP National Employer Team (continued)

The travel services industry helps people get from one place to another. Travel services is an industry that is made up of lots of different parts. These parts include transportation, retail, and service industries.

Types of Jobs Available

Travel	Transportation / Trucking
Customer service	Long-distance drivers
Logistics	Flight attendants
Management	Heavy truck and tractor-trailer drivers
Light or delivery services truck drivers	
Driver/sales workers or route drivers	
Administrative support	

Unique Features

The increased use of rail, air, and ship transportation requires truck drivers to pick up and deliver shipments. There is a big need for long-distance drivers because these drivers transport perishable and time-sensitive goods more efficiently than other kinds of transportation.

Featured Employers

- Avis Budget Group / ABG
- Schneider National, Inc.

Source: http://www.aarp.org/money/work/articles/national_employer_team.html

Dressing for Success: How to Dress for an Interview

By Alison Doyle, About.com

An article in U.S.A. Today spoke about candidates for jobs wearing jeans, purple sweat suits, and spike heels or sneakers. Other applicants weren't afraid to show pierced body parts and spiked hair. Still others chewed gum or showed up in rumpled clothes or with their pants falling down. One recruiter even told a candidate with his trousers down below his hips, to "Pull your pants up." According to the article, the outlandish dress costs some candidates the job.

Dress Your Best When Interviewing

Does it really make a difference how you dress for an interview? In many cases, it does. I'll never forget the gentleman I interviewed for an accounting position. He had been out of work for a few months and wanted to show me why. He took off his jacket, unbuttoned his shirt and started to pull down his pants (this is a true story) to show me the scar from a boat propeller that had injured him. He didn't get the job. Neither did the young lady in a bright red skirt so short and tight that she could hardly sit down!

In the conservative business climate I worked in at the time, appearances did matter. In other environments it isn't as important. However, it does make sense to dress your best for the interview, regardless of the dress code at the organization. If you're in doubt about how to dress for an interview, it is best to err on the side of conservatism. It is much better to be overdressed than underdressed (or undressed). If you're not sure, check with the person who scheduled the interview and ask.

According to Kim Zoller at Image Dynamics, 55% of another person's perception of you is based on how you look. Her Dressing for Success information gives some tips on how to look your best, without necessarily spending a lot of money. Here's a quick look at the basics:

Dressing for Success: How to Dress for an Interview (continued)

Women's Interview Attire

- Solid color, conservative suit
- Coordinated blouse
- Moderate shoes
- Limited jewelry
- Neat, professional hairstyle
- Tan or light hosiery
- Sparse make-up & perfume
- Manicured nails
- Portfolio or briefcase

Men's Interview Attire

- Solid color, conservative suit
- White long sleeve shirt
- Conservative tie
- Dark socks, professional shoes
- Very limited jewelry
- Neat, professional hairstyle
- Go easy on the aftershave
- Neatly trimmed nails
- Portfolio or briefcase

Source: <http://jobsearch.about.com/od/interviewsnetworking/a/dressforsuccess.htm>

You Are What You Wear: Interview Attire Tips

By Caroline Levchuck

First impressions matter.

As you sit in front of an interviewer, she's assessing every part of you. And what she sees can be almost as important as what you say.

Your interview attire should be appropriate to your industry. But, whether your job is corporate and conservative or casual and creative, you should look professional and put together.

You can use your clothing to express your personality, but your attire should be subtle. In other words, your skills and experience should stand out in an interview -- not your outfit.

Investigate the Dress Code

A business suit is appropriate attire for most job interviews.

If you're not certain whether you should wear a suit, ask the recruiter about the company's dress code.

But, remember, an interview isn't just another day on the job. You need to dress to impress more than ever.

If the company attire is business casual, or even simply casual, you still should consider wearing a suit to the interview. You should also think about what other candidates might wear. You don't want to be remembered for being the only candidate who didn't dress up for the interview.

A good rule of thumb: If in doubt, wear a suit. It's generally better to be dressed too formally than too casually.

Fashion Dos

Take the guesswork out of interview attire with some general fashion dos. These tips will help you make a good impression at your interview -- regardless of your industry.

You Are What You Wear: Interview Attire Tips (continued)

Suits in conservative colors, such as black and navy, are a safe choice for both men and women. Wear them with a white or solid-colored shirt for a tasteful, professional look.

If you want to use your attire to express your individuality, do so in a small, subtle way. Women can wear a piece of tasteful jewelry, and men can sport an elegant tie.

Fashion Don'ts

Just as a few fashion dos apply to interviews in any industry, there are also some don'ts that all job seekers should avoid. These fashion faux pas can make you look unprofessional.

For women, short skirts and open-toed shoes are not appropriate for interviews. Bare legs are also a no-no. Always wear skirts that come to or near the knee, closed-toed shoes and stockings. Avoid floral prints and brightly patterned blouses.

For men, an ill-fitting suit sends the wrong message and can imply that you're not attentive to detail. A few dollars spent on tailoring is well worth the expense.

Men should also avoid eccentric or flashy ties, since they can look unprofessional or overly casual. Other items to steer clear of include casual shoes and turtleneck or polo shirts.

It's All in the Details

Do you want to show an interviewer that you're detail-oriented? Use your interview attire to send the message.

Women should pay attention to their nail polish, makeup and purse. Keep your nails at a conservative length and avoid brightly colored polish. If you wear makeup, keep it subtle, and skip the perfume. Carry a simple handbag, and match it with your shoes or clothing.

Men should be sure that their nails are neat and clean. Match your shoes and socks with your suit, and be certain that your shoes are freshly shined. If you carry a briefcase or bag, it should be clean and well-kept.

You don't need to spend a lot of money to look professional. Choose your attire carefully and pay attention to small details, and you'll make a good first impression.

Source: http://hotjobs.yahoo.com/interview/You_Are_What_You_Wear_Interview_Attire_Tips__20031021-1647.html?subtopic=Interview+Preparation

Making a Smooth Transition When You Return to Work

By Robert Half International

The best way to return to work after a long break

After months of sending résumés, interviewing and networking, you've found a job. You're excited, particularly in this employment market, but you're also a little nervous. Not only will the people, policies and procedures be new to you, but you'll also have to adjust to a different routine -- one that involves once again setting the alarm for 6 a.m.

Following are some tips to help you get back in the swing of things and successfully prepare for your new role:

Take some time

You probably have a routine you've followed since you've been out of work -- or perhaps a lack of routine was your routine. If you have the flexibility, give yourself a week, or at least a few days, to prepare for the transition. You might start waking up earlier to get used to your new schedule or plan a trip to the new museum exhibit you've been hoping to catch. However you choose to spend your time, your goal should be to start your new position well-rested and ready to go.

Conduct more research

You probably learned a good deal about your new employer in preparation for the job interview. Now that you've been hired, look for additional information about the firm on the Web and ask your boss for materials that might help you prepare for your new role, such as the employee handbook or background on a large project you'll be contributing to right away. Also, tap your network to see if you have any connections to current employees.

Think about the details

Before you start your new role, take care of all the little things, such as taking your clothes to the cleaners or doing a dry run of your commute. Though small, these tasks are important, and you don't want them to slip through the cracks. After all, you wouldn't want to be late on your first day of work because you didn't realize there was construction on your commute route.

Making a Smooth Transition When You Return to Work (continued)

Talk to the boss

It's essential that you and your manager are on the same page once you start your new job. Plan to meet with your supervisor during the first few days to discuss your responsibilities and how your position fits into the grand scheme of things. Ask what your priorities should be and how your performance will be evaluated.

Assess the culture

In your new role, spend some time studying the work habits of your colleagues. Note when people arrive and leave, the preferred communication style, and whether people take work home. Adjust your own habits accordingly.

Connect with colleagues

Make a point of getting to know those with whom you'll be working. That means speaking to them for a longer period of time than the introduction you'll likely get on your first day. You might, for instance, arrange to meet a member of your team for coffee or lunch for a more extended conversation. Your goal is twofold: You want to learn specifics about the other person's role, how his or her responsibilities affect your own and how you can most effectively work together. You also want to get to know him or her on a personal level -- after all, you'll be working together every day. While you want to focus first on your immediate team, don't limit yourself to these individuals -- it's helpful to get to know people you'll interact with in other departments as well.

Don't overdo it

Begin your new position with a can-do attitude and a desire to pitch in where needed. But don't bite off more than you can chew. You need time to get acclimated to the company and position. Let your supervisor know when you're ready to take on more, but don't volunteer for new projects if you're not completely confident you can handle the extra work. Although you want to be perceived as a go-getter, failing to meet expectations at the outset will have the opposite effect.

When starting a new position, first impressions count, and by preparing for the transition, you're more likely to begin on the right foot.

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Source: <http://www.careerbuilder.com/Article/CB-1399-Changing-Jobs-Making-a-Smooth-Transition-When-You-Return-to-Work/?pf=true>

How to Deal with Stress at Work

By Elizabeth Scott, M.S., About.com Guide

According to research, the percentage of Americans who are stressed at work is high, and it's only getting higher. According to the CDC's National Institute of Occupational Safety and Health, studies have found the number of Americans who are "extremely stressed at work" range between 29% to 40%. And, in a poll on this site, over half of respondents are so stressed at work that they feel close to or consumed by burnout much of the time.

Unfortunately, work stress has significant health consequences that range from the relatively benign -- more colds and flus -- to the more serious, heart disease and metabolic syndrome. (See this article for more on job stress and health.)

Because stress at work is so common, finding a low-stress job may be difficult or impossible for many people. A more realistic choice would be to simply adopt more effective strategies to reduce stress at work. Here are some stress management techniques to try.

Start Your Day Off Right

After scrambling to get the kids fed and off to school, dodging traffic and combating road rage, and gulping down coffee in lieu of something healthy, many people come in already stressed, and more reactive to stress at work. In fact, you may be surprised by how much more reactive to stress you are when you have a stressful morning. If you start off the day with good nutrition, proper planning, and a positive attitude, you may find the stress of the workplace rolling off your back more easily. (See this article for morning stress relief strategies.)

Be Clear on Requirements

One of the factors that contributes to job burnout is unclear requirements. If you don't know exactly what's expected of you, or if the requirements keep changing with little notice, you may find yourself much more stressed than necessary. If you find yourself falling into the trap of never knowing if what you're doing is enough, it may help to have a talk with your supervisor and go over expectations, and strategies for meeting them. This can relieve stress for both of you!

How to Deal with Stress at Work (continued)

Stay Away From Conflict

Because interpersonal conflict takes a toll on your physical and emotional health, and because conflict among co-workers is so difficult to escape, it's a good idea to avoid conflict at work as much as possible. That means don't gossip, don't share too many of your personal opinions about religion and politics, and try to steer clear of colorful office humor. Try to avoid those people at work who don't work well with others. If conflict finds you anyway, try these conflict resolution strategies.

Stay Organized

Even if you're a naturally disorganized person, planning ahead to stay organized can greatly decrease stress at work. Being organized with your time means less rushing in the morning to avoid being late and rushing to get out at the end of the day. Keeping yourself organized means avoiding the negative effects of clutter, and being more efficient with your work. For more on organization, visit [About.com's Personal Organization site](#).

Be Comfortable

Another surprising stressor at work is physical discomfort. You may not notice the stress you experience when you're in an uncomfortable chair for a few minutes. But if you practically live in that chair when you're at work, you can have a sore back and be more reactive to stress because of it. Even small things like office noise can be distracting and cause low-grade frustration. Do what you can to ensure that you're working from a quiet, comfortable and soothing workspace. (See this [article on noise pollution](#) or this one on [creating an ergonomic workspace](#).)

Forget Multitasking

Multitasking was once heralded as a fantastic way to maximize one's time and get more done in a day. Then people started realizing that when they had a phone in their ear and were making calculations at the same time, their speed and accuracy (not to mention sanity) suffered. There is a certain kind of frazzled feeling that comes from splitting one's focus that doesn't work well for most people. Rather than multitasking, try a new strategy known as chunking.

How to Deal with Stress at Work (continued)

Walk at Lunch

Many people are feeling ill effects from leading a sedentary lifestyle. One way you can combat that, and manage stress at work at the same time, is to get some exercise during your lunch break and perhaps take short exercise breaks throughout the day. This can help you blow off steam, lift your mood, and get into better shape. (See these tips on getting exercise for busy people.)

Keep Perfectionism in Check

Being a high achiever can help you feel good about yourself and excel at work. Being a perfectionist, on the other hand, can drive you and the people around you a little nuts. Especially in busy, fast-paced jobs, you may not be able to do everything perfectly. But striving to just do your best and then congratulating yourself on the effort is a good strategy. Your results will actually be better (perfectionists tend to stress about little mistakes and sometimes drop the ball because they can't do things well enough), and you'll be much less stressed at work. (Take this quiz to examine your perfectionism level, and to find strategies for overcoming perfectionism.)

Listen to Music on the Drive Home

Listening to music brings many benefits, and can offer an effective way to relieve stress after work. Combating the stress of a long day at work with your favorite music on the drive home can make you less stressed when you get home, and more prepared to interact with the people in your life.

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Source: http://stress.about.com/od/workplacestress/a/stress_work.htm

This Isn't Your Father's Mentoring Relationship

By Sacha E. Cohen

Mentoring across all generations has become an integral part of corporate culture.

The concept of "reverse mentoring" gained widespread attention when Jack Welch, then-chairman of GE, instructed several hundred of his top managers to work with younger employees to learn about the Internet. These days, it doesn't matter whether it's a Generation Xer helping a baby boomer learn a new technology or a 62-year-old manager passing on leadership tips to a 26-year-old colleague—mentoring is valuable at any age.

Three years ago, Janice Davis, 57, a marketing analyst at The Hartford Financial Services Group, realized there was a lot she didn't know about intranets, extranets, and the Internet. So she turned to a colleague, 30-year-old Christine Castonguay, a web marketing consultant, for help. Davis asked if she could sit in on intranet design meetings, and she also began working directly with Castonguay to put some of her marketing projects on the corporate intranet.

"Usually, I'm the mentor, and I like that a lot, but it's really nice to have other people teach me things," says Davis. "There are many people here that give of their time and explain things. It's amazing how much people love to tell you what they know about. For me, it's about being excited about learning something new."

Castonguay has also benefited from her role as teacher. "When you work in a large corporation and you're one of the younger individuals, it's nice that people see value in your capabilities and they come to you and you have a feeling of expertise and knowledge," she says.

She also learned that visual instruction—at the computer, walking Davis through the site—worked best, rather than "telling" via email. "Face-to-face communication and having visual representation is critical," Castonguay says.

Beverly Kaye, co-author of *Love 'em or Lose 'em: Getting Good People to Stay* (Bennet-Koehler, 1999), says it's important for workers to seek mentors up and down the corporate ladder—including people who report to you and employees in other departments. "There are many golden opportunities for seasoned employees to learn new tricks, update their skills, and stay on top of changes in their field," she says.

This Isn't Your Father's Mentoring Relationship (continued)

It's also important to be very specific about what you want to learn from your mentor. Suggests Kaye, "You might say 'I watched the way you put together that presentation, and I'd love to know how you did it.' " Then, ask what you can do for that person in return.

Kaye also points out the importance of looking at new hires as potential mentors. "New hires come into an organization with great state-of-the-art knowledge and technical expertise," she says. "But often we move too quickly to inculcate them into our way of doing things." Instead, ask the new employee about what his or her old organization did well. "You can learn from this, and you'll make the new hire feel good at the same time," explains Kaye.

A mentoring relationship is most likely to flourish if the participants understand what's important to different generations. For some people—most often, those born between 1925 and 1942 (the Silent Generation)—sharing their vast knowledge and learning new things are vital. "Try a give-and-take mentoring relationship; you provide training or insights into new aspects of work for your Silent protégé, and they share their historical knowledge of your company or workplace," advises Kaye. "When mentoring Silents, give them specific goals and action plans to reach those goals and set up regular times to meet. They are comfortable with ground rules and definite steps."

Others—such as many baby boomers, who have dominated the workplace for many years—may view change as painful but inevitable. (Boomers, however, known for redefining themselves and their careers, often make ideal candidates for mentoring, explains Kaye.) "Instead of losing these valued employees to new ventures, consider working with them to discover ways to rejuvenate their current position," she says. Try an informal mentoring relationship in which you "engage in casual conversations and spontaneous meetings rather than keeping set appointments."

And some employees—think Gen Xers, born between 1965 and 1976—are quite adaptive, even if they often work independently. They don't like to be micromanaged, but they do appreciate giving and getting feedback. A good way to begin a mentoring relationship with these folks is to set expectations and guidelines for measuring progress. They like to handle challenges with minimal supervision but appreciate support and suggestions.

Use It or Lost It: Maintain Your Competitive Edge as You Age

By Roger Seip

If you believe that accelerated loss of your mental acuity is inevitable with age, and that the loss of your competitive edge is certain to accompany that memory loss, you're not alone. But you are wrong. Age does have some effect on memory, but it's not an especially significant factor. Nonetheless, people tend to use their age as an excuse for poor or weakened performance. In fact, the opposite is true: For most people in business, the prime earning years are their 40s and 50s because they have invaluable maturity and experience. However, sometimes people in middle age enter a very self-defeating cycle, doubting themselves and losing confidence in their abilities.

Be Like Mike...With Your Brain

No matter what your age, developing or training the memory is, in many ways, like playing a sport. Consider basketball: Although certain individuals are undoubtedly genetically more gifted ballplayers - they're 7 feet tall, extremely strong, very fast, and have great hand-eye coordination - anyone can learn to play basketball reasonably well, with training and a lot of practice, even if you're 5'2" and not much of a jumper. People commonly misperceive memory as a talent, not a skill. While some people do possess the genetic gift of a brain wired for superior recall, the truth is that everybody can make major improvements in their memory function with training and practice regardless of age, education, IQ, or any other factor. You're not going to be a superstar professional athlete without some God-given talent, but most people, when it comes to using their brains, don't need to be superstars; they just want to lead productive lives. And that is definitely achievable.

Older Really Can Mean Wiser

Age is a factor in training your physical body, and it's no different when training your brain. Although few people can run a mile faster at age 40 than they could at age 20, if you're motivated and committed, you can still run a pretty darn fast mile at age 40. Your results will be quicker and more dramatic when you're younger, but a very inspiring key difference between athletic training and brain training is that while you can't get stronger, faster, and more coordinated as you get older, it's totally realistic to expect to continue to grow wiser - more effective mentally - in later years. Wiser is fine, but doesn't everyone inevitably get more forgetful when they age?

Use It or Lost It: Maintain Your Competitive Edge as You Age (continued)

Yes, hormonal changes as we age do have some impact on our memories, but people tend to blow this factor way out of proportion and make it way more of an issue than it really is. In most cases, you're actually not more forgetful than you ever were; you just notice more when you are forgetful. You know the phenomenon where you walk into a room and then you can't remember what you walked into the room for? That's known as 'walking into the hereafter.' Because you walk in and you think, "Now what was I here after!?" You don't walk into the hereafter any more now than you did when you were seventeen, but you're more aware of it now when you do. Why? For one thing, you hear doctors say, "Vigilantly watch for short term memory loss, because if it starts happening more, you may need a check-up for Alzheimer's." We're hyper-aware, therefore, of every time we have a "hereafter" moment, and this fearful mindset about getting Alzheimer's disease in turn makes us notice even more every time it happens. The other reason you may feel more forgetful, even though you're not, comes from the power of negative thinking. Many people create a sort of self-fulfilling prophecy in which they subconsciously create their own forgetfulness, actually starting to forget more because they believe aging will make them forget more often.

Six Steps to Sharpen Mental Function

As with sports, having a good memory is a matter of conditioning, commitment, and positive thinking. When you realize that you create the notions that your mental faculties decrease and you grow less effective as you age, then you have the power to change that idea. Once you've accepted that, you can keep your brain in top shape as you age by taking the following steps:

1. Remember: forgetting is no big deal

Because the language you use has been proven to become your reality, choose positive self-talk. You can convince yourself that anything is possible just as easily as you can talk yourself into believing that something is impossible when it's really not. Don't use language that makes a catastrophe of something that's really not a big deal. When you lose your keys for five minutes, for example, don't tell yourself, "Oh my God! I obviously have Alzheimer's!" when really you just lost your keys, a meaningless and common phenomenon you'd not have thought twice about a few years before.

2. Maintain a positive attitude...within reason

Zig Ziglar has famously said that a positive attitude will not help you do anything that you want to do. A positive attitude will not magically transform the talentless into superstars, nor will it make basketball great Shaquille O'Neal into a good horse jockey. But a positive attitude will help you do everything better than a negative attitude will.

Use It or Lost It: Maintain Your Competitive Edge as You Age (continued)

3. Make little changes for a big difference

Remove the words "forget" and "forgot" from your vocabulary. Instead of saying, "I forgot her name," try saying, "I can't recall her name right now." It may sound like a silly little change, but you're actually re-training your brain. When you say, "I forgot," your brain processes, "Oh, I'm old and getting stupider by the second." But when you say, "I can't recall," you cut yourself and your brain some slack, making it much easier to recall the information later. This perception change will have an immediate effect on your ability to recall the information you're seeking.

4. Manage your stress in the moment

Stress is the number one killer of your recall. If you can't immediately remember something, don't freak out. Just take a deep breath and think positively that eventually you will remember. Tell yourself, "I know this. It will come to me."

5. Exercise your brain and body

Research shows that a combination of mental and physical activities can protect your memory and help keep you alert. Overall physical health will translate into overall mental health, better memory, and sharper mental faculties all around. Exercise maintains heart health and opens blood vessels; in turn, brain cells get the nutrients that ensure peak performance. Exercise your brain, too, by doing crossword puzzles, solving brain teasers or playing Sudoku. Mental games and exercises have been proven to have a definite effect on mental agility as people age. Reading good, challenging books that make you think is also an essential mental exercise to stay sharp. Also get sufficient sleep and take a vacation every once in awhile.

6. Train your brain

Exercising a muscle means you're using it, but not pushing it beyond its limits. Training involves going beyond where you've ever gone before. To train a bicep to be stronger, for example, you have to lift a weight that's heavier than one you've lifted before, or you lift it more times than you previously have. You must push it beyond its current limits. It's the same with your brain; you must continuously challenge your brain by learning new things. It doesn't really matter what you learn: cooking, a foreign language, history - anything so long as it's new.

Use It or Lost It: Maintain Your Competitive Edge as You Age (continued)

With the Brain, It's No Pain, No Gain

While it may be uncomfortable at times - just as when you're training your body to be stronger - you must choose the pain of discipline over comfort if you want to maintain a competitive edge. Growing pains aren't nearly as bad as losing out to your competition or feelings of decrepitude, uselessness, or regret. If you can endure a little bit of pain every day as you take the steps necessary to add mental acuity to the wisdom and experience you've acquired with age, you will find that old advertising slogan is true: You're not getting older. You really are getting better!

Roger Seip is the President of Freedom Speakers and Trainers, a company that specializes in memory training. To learn more, visit www.deliverfreedom.com call 888-233-0407, or e-mail info@deliverfreedom.com

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Mentoring and Baby Boomers
Why Mentor? Mentoring Is a Strategic Business Imperative
By Judith Lindenberger, MBA and Marian Stoltz-Loike, Ph.D.,
for About.com

Today, in our love affair with what's new, what's cutting edge, and what's technologically cool, it's easy to forget that knowledge also comes with experience. It may require a few hours of e-training or a semester-long course to learn how an energy pump operates, but it takes years and years of experience to recognize the sounds of a pump that is not operating properly. The only way to shorten that learning cycle is to have someone with more experience help to accelerate learning.

Businesses idolize youth and technological savvy. Firms recruit new (and less expensive) talent in the belief that that's the way to build a competitive edge. But companies also recruit and retain mature employees because of respect for their knowledge. The best companies today will help their organizations transform the way they think about all of their employees. Each person brings different knowledge to the organization. Each generation brings something different and valuable to your organizational operations.

We've worked with business people across generations for many years and whether you refer to their sharing of knowledge and information as love, passion, or, more traditionally, as mentoring, we've repeatedly tried to foster the powerful synergistic release of cross-generational sharing, learning, and performance.

Baby Boomers As Successful Mentors

This brings us to the topic of baby boomers as mentors. The youngest baby boomers (born between 1946 and 1964) have just turned 40 and the oldest baby boomers are in their late 50s. There are 76 million baby boomers and they represent a great deal of knowledge, talent, and experience.

Many baby boomers are looking for new ways to work—and are considering different business responsibilities, new opportunities, ways to give back to their organizations, or avenues for working with younger employees. Research has indicated that baby boomers like collaborative learning and working in teams. Mentoring provides a great opportunity to utilize baby boomers, but only when companies recognize that mentoring is a significant piece of a strategic plan to ramp up recruiting, retaining and increasing the knowledge and skills of talented employees.

Mentoring and Baby Boomers (continued)

Mentoring Helps Younger Workers Develop Their Talents

Younger employees routinely tell us of their disenchantment with their companies as they describe the onerous demands (and opportunities) placed on them by managers who may have confidence in their abilities, but lack the time or skills to help them succeed. Faced with frustration and afraid that they will fail, many of these younger employees tell us that they are planning to move on and look for a more supportive business environment. In fact, the average 30 - 44 year old has had up to ten different positions.

Most businesses could use their more experienced baby boomers, who have deep knowledge, impressive networks, and broad-based business experience, to buffer younger employees against frustration, focus on their career paths, and find places to acquire the skills-based knowledge necessary to succeed.

To be effective, mentoring needs to be done strategically and creatively. Here are some benefits and guidelines about mentoring from our experience.

Mentoring Guidelines

Make mentoring a strategic business imperative. Studies show that there is a positive correlation between a positive mentoring experience and an increase in productivity, employee retention and job satisfaction. Effective mentoring, however, is a tremendous time commitment on the part of the employee and the mentor.

It will not work unless the company strategically acknowledges the value of mentoring by adjusting the mentor's other business responsibilities. Modeling from the top also works well. If your head of operations at a particular location is a mentor, it sends a powerful message to employees about the value placed on mentoring, and also the focus on people as the most important part of your business.

One senior VP at a financial services firm regularly mentors five or six people ... unless he feels that his skills set does not match the mentee's goals. Then he will recruit a more appropriate mentor for that individual. He sets stretch goals for his mentees and then provides them with tools and strategies to meet those goals. He often encourages them or selects them to present in front of senior management using their new skills.

Provide new perspectives. Encourage older workers to stop defining themselves in terms of their job titles and start reflecting on skills they have built, and knowledge that they have amassed. Today, jobs are about more than just upward mobility. Mentors can share their vision and career histories so that younger employees understand what they can learn through lateral career moves and on the job experience.

Mentoring and Baby Boomers (continued)

Share information. Mentoring can help boomers quickly learn about other levels within the organization. Says one mentor at a Fortune 1000 company, “As a leader, it has helped me to see the obstacles we inadvertently put in people’s development.” Mentoring can also help mature employees learn from and understand other generations. For instance, younger employees can help baby boomers with technical skills or provide marketing insights about a new generation of buyers.

Build skills. Mature workers benefit from being mentors by having the chance to learn more about and practice listening and coaching - skills which require maturity, confidence and experience to fully employ.

Reduce generational conflict. Most frequently reported generational conflicts are differing expectations regarding work hours, certain behaviors at work (e.g., use of cell phones), and acceptable dress. Another common issue is feeling that co-workers from other generations do not respect one another. Organizations can reduce generational friction with effective communication, team building, mentoring and recognizing the efforts of all workers.

Enable knowledge transfer. Baby boomers retire, they take with them volumes of experience and information. Good working relationships between older and younger generations are critical in ensuring that this institutional knowledge is not lost as mature workers retire. The greater the mix of generations in an organization’s workforce, the more important knowledge transfer becomes and the more powerful intergenerational synergy can be.

For example, younger employees often push back on managers, questioning the corporate rules and regulations. Typical questions may include, “Why do we have to come to work at 9 am?” or “If I come in late, why can’t I make up the time?” **Mentors can often manage, explain and process this information differently and at times more effectively than managers.**

During the 1980s and 1990s many companies laid off significant numbers of employees. **Now organizations are faced with large numbers of employees getting ready to retire and the need to onboard younger workers and quickly move them up to supervisory and managerial positions.**

Younger managers may come to their new positions with little or no business-related experience and have trouble building their own credibility and integrating and respecting the knowledge and talent of mature subordinates. **Mentors can help these new managers develop business-related understanding** and strategize about using the talents of more experienced employees.

Mentoring and Baby Boomers (continued)

In our experience, we have seen baby boomers who are reluctant to mentor younger employees because they are afraid that once they share their knowledge, they will become extraneous and lose their jobs. In fact, in today's fast-paced business environment, it is the SMEs (subject matter experts) who can capably and articulately share what they know who are the most valuable to their organizations. Here are some tips for encouraging baby boomers to pass on organizational knowledge.

Reward, don't punish, mature employees for mentoring. To entice baby boomers to become mentors, organizations should reward and recognize them for their contributions. Talk up mentoring in meetings, in speeches, in newsletters, in performance appraisal discussions and include mentoring in corporate awards programs. And, most important, don't replace mature mentors with their mentees before they retire or mentors will quickly conclude that being a mentor is a very bad idea.

Ask mature employees about someone who enabled them to succeed. In one study of people who had experienced effective mentoring, half of them said the mentoring experience "changed my life." Those are powerful words. It is equally powerful to know that you were the person who changed someone else's life.

Share mentoring results. Study after study in which mentors and mentees are asked how satisfied they are with the relationship report that the mentors are more satisfied. It just feels good to help someone else. Says one mentor; "It has been rewarding to be able to help people at critical stages of their career by helping them analyze where they are in their careers. Mentoring gets people in the right groove for long term career success."

Encourage mentors to pass on their life lessons. A key component of domestic saving in the United States in future decades will be the personal saving rate. That rate will depend on a number of factors, especially the behavior of baby boomers. As a mentee commented, "My mentor has helped me think about the future and gave me advice like start saving for your retirement today. The two percent on the personal side is really powerful."

Continue mentoring past retirement. The trait most attributed to baby boomers is the willingness to give maximum effort. Baby boomers are also rated as highly results-driven, very likely to retain what they learn; and low on their need for supervision. Many baby boomers plan to work at least part-time past the traditional retirement age. These characteristics show baby boomers to be eager workers who may be well suited to be brought back as consultants and mentors after their retirement.

Mentoring and Baby Boomers (continued)

Mentoring is a process that is compatible with baby boomers' values and work style. Mentoring involves being collegial, talking, sharing (not telling), and developing solutions together. It is also optimistic, which is typical of most baby boomers' outlook on the world. We've found that when generations work together in strategic, business-related activities such as mentoring, everyone benefits. The mentee builds new business knowledge, and the mentor often gets reenergized and reengaged in business opportunities. We find unique satisfaction in nurturing these synergistic relationships.

One last point: **The business knowledge of 20-year-olds and that of 50-year-olds is profoundly different.** The technology facility and ability to multi-task among 20-somethings is unparalleled and impressive. But the knowledge, experience, creativity, and business acumen of 50-somethings is also unparalleled and equally impressive in a very different way. **Cross-generational mentoring provides one of the most significant ways for integrating these diverse abilities.**

As author Studs Terkel, now more than 90 years old, said, "Think of what's stored in an 80- or a 90-year-old mind. Just marvel at it. You've got to get out this information, this knowledge, because you've got something to pass on. There'll be nobody like you ever again. Make the most of every molecule you've got as long as you've got a second to go."

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Bridging the Generational Gap

By Kelly Services

Despite any sweeping changes that recent economic challenges have brought to the U.S. business landscape, many dynamics remain the same. Time passes, eventually to a brighter future. And with it, the generational shift in our workplace marches on, revolutionizing the way we all work together.

Most everyone recognizes the three main generations in the American workplace today: Gen Y (18-29), Gen X (30-47) and baby boomers (48-65). We understand that each age group brings a different perspective, its own unique expectations and its own culture. But how does this generational mix really affect our day-to-day affairs? And how can employers effectively manage a work force across multiple generations, with differing opinions and conflicting styles of communication?

No matter the age bracket -- to attract and motivate the best talent available today, companies must communicate a value proposition and actively engage employees in their work. But there are some key factors that managers should address in juggling their needs, according to the latest findings from a recent international workplace survey by Kelly Services.

Understanding the differences

The study concludes that differences in communication style and attitudes toward rewards are key factors that managers should address when addressing the needs of the three main generations. The Kelly Global Work Force Index obtained the views of nearly 100,000 people in 34 countries, including more than 13,000 across the United States.

When receiving rewards and bonuses, the younger workers of Gen Y largely prefer cash payments, while many older workers opt for nonmonetary rewards such as time off work and training opportunities. Baby boomers tend to be the most tolerant of generational differences. That group was also the most positive about the benefits to productivity of diverse input spanning all generations of the work force.

Recognizing the needs and preferences of employees from different generations, cultures and life stages will go a long way toward ensuring that they are effectively engaged. Mike Webster, Kelly Services executive vice president and general manager, says that generational differences can sometimes cause friction between employees, but may not be as difficult to manage as is often imagined.

Bridging the Generational Gap

Leveraging the similarities

"A range of views and opinions from different perspectives is more likely to produce creative and innovative approaches. It is worth recognizing the differences in people's needs at different stages of their life and career in order to best manage a range of age groups in today's workplace," Webster says.

The survey discovered that although Gen Y is increasingly using instant messaging, all generations overwhelmingly prefer face-to face discussion when communicating with colleagues, over any written or electronic formats. And workers share more common ground than they tend to think.

All age groups across the spectrum readily acknowledge that age-related differences affect the way people go about their work. But most are willing to bridge any perceived gaps -- with 72 percent saying they adapt their communication styles when dealing with colleagues from a different generation. Key findings from the U.S. show:

Workers in the South are the most positive about the workplace benefits of generational differences, and those in the Midwest are the least. Respondents in the Northeast are the most concerned about the way they are being managed and rewarded. In the West, the greatest incidence of generational conflict in the workplace occurs among Gen X.

Bridging the gap

Baby boomers say they understand the generational differences better than their younger counterparts in Gen Y or Gen X. Yet across all age groups, the survey concluded that 39 percent of U.S. respondents actually think the differences among generations make the workplace more productive -- whereas just 22 percent thought that they interfered with productivity. An additional 26 percent said they make no difference.

Webster says it is important that employers recognize and effectively manage the key differences among generations in order to achieve a harmonious balance and a productive work environment, concluding, "Managers who can juggle the generational differences and harness the benefits will have a great advantage over their competition."

Kelly Services is a world leader in work-force management services and human resources solutions, providing employment to nearly 650,000 employees annually-with skills including office services, accounting, engineering, information technology, law, science, marketing, creative services, light industrial, education and health care. For more information, please visit www.kellyservices.com.

Source: <http://www.careerbuilder.com/Article/CB-1409-The-Workplace-Bridging-the-Generational-Gap/>

Communicating Across Generations

By Kim Huggins

Today's workplace is made up of employees from four generations. Each generation has their own expectations and preferences when it comes to their work environment. For many reasons including technology, modifications to organizational structures and working arrangements, communication at work has changed significantly. The days of using face-to-face communication as the primary mode of sharing information are long gone and various other forms have taken its place. The challenge is that not everyone wants to be communicated with and to in the same way. Therefore, it is critical to understand the communication preferences of each generation and take them into consideration when conducting business.

Let's explore the four generations, their history and some suggestions for communicating effectively with each of them.

Traditionalist

This generation was born before 1946. The radio was a large part of their lives and often information regarding world news and events was received this way. You may hear traditionalist talk about sitting around as a family after dinner and listening to the radio.

Many of the communication preferences that the traditionalists were raised with still exist for them today. They prefer a more formal style of communication. While traditionalists do utilize technology for work purposes, they still prefer communication to take place face-to-face, over the phone or through conventional mail systems. They also like the content of the information they receive to provide detail and data.

Communication Suggestions:

1. When setting up meetings contact them directly via phone or through their administrative assistant.
2. After a meeting, leave a copy of information with them and ask how they would prefer that you follow-up.
3. Send them hand written notes.
4. Keep presentations more formal, with limited amount of flash.
5. Avoid the use of acronyms, slang and foul language.

Communicating Across Generations (continued)

Baby Boomer

Baby Boomers were born between the years of 1946 to 1964. The television came along during this generation and the way information was received took on a new meaning. Baby Boomers recall the black-and-white television with the turn dial and only three main channels. This generation has certainly embraced the use of technology for communication purposes but when surveyed, their preference is still face-to-face. In the workplace, they are disappointed with the amount of face-to-face communication that has been replaced by technology. They tend to prefer a more semi-formal style but often want details. Baby Boomers are very relationship oriented so it's important to take time to establish rapport and show a personal interest in them.

Communication Suggestions:

1. Make presentations more of a conversation and less of a speech.
2. If you are selling a product or service, link it to the business mission and impact on people.
3. Allow plenty of time for questions.
4. Solicit their opinion, ask for their input.
5. Use phone or email to set up meetings, follow-up.

Generation X

Gen Xers were born during the years of 1965 to 1981. There was quite a technology boom during this generation with the advancement of the personal computer in the early 1980's. Gen Xers have a more informal approach to communication and tend to rely heavily on the use of email. They also have a more direct style and like to get down to business quickly.

Communication Suggestions:

1. Be direct and straightforward.
2. Show respect for their time, avoid too much small talk.
3. When presenting, start with the bottom line. Tell them up front what you need or expect from them.
4. Do your homework and be well prepared.
5. Determine next steps prior to a meetings conclusion and ask for their preference on moving forward.

Communicating Across Generations (continued)

Generation Y

Gen Y was born during the years of 1982 to 2000. The concept of the internet was born and information is now available 24 hours a day, 7 days a week. The primary mode of communication for Gen Y is instant and through the use of technology. They have cell phones, text messaging, instant messaging and blogs, just to name a few. They are very accustomed to getting information when they want it and have taken the concept of networking to a whole new level with social websites such as Facebook, My Space and Twitter.

Communication Suggestions:

1. Take a positive, collaborative approach.
2. Ask for their ideas and input.
3. Avoid treating them as a child or inexperienced.
4. Utilize technology as much as possible.
5. Don't pressure for on-the-spot decisions, allow time for reflection and further suggestions.

Building your awareness and understanding of the four generations and their preferences related to communication styles can be extremely beneficial in the business world. Everyone has less time on their hands. Use these communication suggestions to help enhance existing relationships and bridge gaps when forming new ones.

Kim Huggins is the President of K HR Solutions, LLC based in Harleysville, PA. Her company offers services in the areas of organizational effectiveness, leadership development and team dynamics. Kim is a nationally recognized trainer and speaker on the topic of Generational Differences. <http://khrrsolutions.com>

Source: <http://ezinearticles.com/?Communicating-Across-Generations&id=1733210>

Who Hires Home-based Workers?

By Patrick Erwin, CareerBuilder.com writer

In the last few years, working from home has gone from being a rarity to a reality. With advances in technology, more people are able to link to work from their home computers or laptops. And as employees continue to crave flexibility and yearn for a better work/life balance, more people are working from home for at least part of their work-week.

Home-based companies

While many companies are allowing existing employees to transition to various telecommuting options, some companies are also building work forces that are made up solely of employees working from home.

Here is a sample of 10 companies that only hire at-home workers:

- Alpine Access is a call center company that uses customer service representatives that work from home. Employees use their own telephones and computers. The company provides representatives for clients like Office Depot and J. Crew.
- Convergys hires home-based call center agents who provide support in customer service, and also supplies sales agents or help desk staff for companies.
- Extended Presence provides their clients with outbound sales agents and marketing support staff who work from home.
- Internet Girl Friday provides information technology support as well as administrative services for clients nationwide.
- LiveOps provides customer service support for a variety of major corporations.
- Spheris provides support to medical professionals. Their services include medical transcription and clinical documentation.
- Staffcentrix supplies virtual assistants for business clients, including CEOs and upper management of major corporations.
- VIPDesk provides call center support and also offers a home-based concierge service to clients.
- Voicelog provides representatives to perform verifications for transactions done online or by telephone. Many states require changes to telephone service and other remote transactions to be verified by a third party, which VoiceLog provides.

Who Hires Home-based Workers? (continued)

- West At Home also hires home-based customer service agents. They cater to a specific range of industries, specializing in health care and pharmaceutical support, as well as the hospitality industry.

Employees need to meet some basic requirements, including having a telephone and access to a PC. Although the work is conducted from home, interviews for the job aren't always done remotely.

Working at home is a growing and legitimate opportunity, but workers should still be aware of any job that asks you to invest money, provide access to a bank account or give up a great deal of personal information up front. These are indicators of a possible scam.

Traditional companies with home-based workers

Some traditional companies also have home-based workers in the mix as part of their overall staffing strategies. Companies as diverse as American Airlines, TDS Telecom, 1-800-FLOWERS, Sprint and Xerox have programs that enable traditional workers to transition to telecommuting or hire workers specifically to work at home.

Aetna is one of the companies that has developed and implemented such a program. "Our telework program started as a grassroots initiative to keep talented employees when there were site consolidations." Aetna Telework Program Head Eileen Lavin explains. The program, which started only a few years ago, has become very popular with employees. Lavin notes that since the inception of the program, participation has jumped 300 percent. Around 10,000 Aetna employees, or 27 percent of the company's work force, now work from home.

Lavin says that the company looks at several factors before transitioning a job or task to be done at home. Aetna ensures that the employee is an appropriate candidate to work at home. It also confirms that the home office is a stable, business-friendly environment. And most importantly, Aetna carefully considers whether the job is an appropriate choice to be performed by home-based workers.

Children's Healthcare of Atlanta is another company that is mixing traditional workers with employees who work from home. These home-based employees include medical transcriptionists and nurses who operate the hospital's Advice Line. Laurie Peterson, one of the Advice Line nurses, has been working for the company from home for 11 years. She takes calls that vary from minor questions to emergency situations, and provides callers with a recommended course of action based on their conversations.

Who Hires Home-based Workers? (continued)

Peterson says, "I really enjoy being able to use my nursing judgement and experience right here in the convenience of my own home. We get inquiries from people both locally and all over the world seeking help with their child's health problems. At the end of a shift, it's very fulfilling for me to know I've helped allay a parent's fears."

If you're a worker who wants to transition from commuting to the office to working at home, talk to your company. Think about these discussion points before approaching your boss:

Talk to the company about how offering this option to you and other employees will benefit them. Money talks, so be sure to refer to any potential savings the company will see by implementing this program. With gas prices at a record high, you should also underscore your savings, as well as the environmental benefits of working from home.

Not every job or every process can be done from home, so be ready with a plan. Identify jobs and transactions at the company that can be done easily, safely and securely from home

Patrick Erwin is a writer and blogger for CareerBuilder.com. He researches and writes about job search strategy, career management, hiring trends and workplace issues.

Source: <http://www.careerbuilder.com/Article/CB-971-Who-is-Hiring-Who-Hires-Home-based-Workers/>

What You Need to Know About Job Scams

By Rachel Zupek, CareerBuilder.com writer

Scenario: Imagine searching online for jobs one day, applying to a handful of them and hearing back from one of the employers. After an e-mail interview process, you are told that your new job as a finance manager requires you to transfer money deposits made to your personal bank account to a new account. You sign the contract and send it off via e-mail.

You receive your first assignment: Transfer money overseas. Upon going to the bank to make the transfer, you are arrested on the spot and charged with grand felony theft because the money you were about to forward was stolen. You are indicted by a grand jury for the theft and now, you're awaiting trial and facing prison time if convicted.

While the above situation is true, according to a report by the World Privacy Forum, it's also the worst case scenario to result from a job scam. Enticed by advertisements to work from home or make quick cash, more and more job seekers are falling prey to Internet employment hoaxes.

"Job scams target job seekers searching for high-paying, convenient opportunities," says Rosemary Haefner, Vice President of Human Resources for CareerBuilder.com. "They con workers into divulging personal information such as bank account or Social Security numbers. Instead of getting paid, the victim ends up losing their money, their identity or worse, they can end up in jail."

Read on to get a crash course in (almost) everything you need to know about job scams, according to the World Privacy Forum, a California-based public interest research group and the Better Business Bureau.

Types of scams

The most common type of employment swindle is a payment-forwarding or payment-transfer scam, of which there are many variations. All of these stings involve forwarding or wiring money from a personal bank account, a PayPal account or from Western Union to another account, which is typically overseas. Usually, the con artist pretends to be an employer and, after he wins the job seeker's trust, he tricks job seeker into giving up his or her bank account number. For compensation, the job seeker is told to keep a small percentage of the money. While the amount of the transfer varies, almost always the money is stolen.

Another typical ruse is reshipping. These scams begin with an employment offer, usually via e-mail, for a job forwarding packages. Victims receive packages at their homes and are instructed to repackage and reship the parcels to another location, usually abroad. Frequently, the packages are stolen property.

What You Need to Know About Job Scams (continued)

A third set-up to be aware of is work-from-home opportunities, which generally promise quick cash and a lot of it. Victims have to pay a "registration fee" or a fee for training and/or equipment; often, the paid for materials aren't sent to the job seeker and refunds aren't available. Keep in mind that not all work-from-home opportunities are crooked, but take caution when applying for them.

Warning signs

Here are a few known "red flags" of phony job listings:

- A request for bank account numbers.
- A request for Social Security number.
- A request to "scan the ID" of a job seeker, like a drivers' license. Scammers will say they need to "verify identity" -- this isn't a legitimate request.
- A contact e-mail address that is not a primary domain. For example, an employer calling itself "Legacy Inc," will have a MSN hotmail e-mail address.
- Misspellings and grammatical mistakes in the job ad.
- A lack of interest in meeting the employee.

Tips to avoid scams

The following tips can help job seekers protect themselves from fraudulent job opportunities:

- Never give personal bank account, PayPal or credit card numbers to an employer.
- Do not transfer money and retain a portion of the payment.
- Never forward, transfer or "wire" money to an employer.
- Don't divulge private information such as a copy of your driver's license, passport or Social Security number.
- Do not re-ship products.
- Don't partake in cross-border action.
- Research the prospective company.

If you have questions about the legitimacy of a job listing, contact your Better Business Bureau, your state or local consumer agency or the Federal Trade Commission (FTC).

If you feel you have been a victim, file a complaint about fraudulent jobs posted on an online job search Web site by calling the FTC complaint line at 877.382.4357.

Source: <http://www.careerbuilder.com/Article/CB-704-Job-Search-What-You-Need-to-Know-About-Job-Scams/>

Cover Letter Do's and Don'ts



- ❖ Make sure that you spell check and proofread **everything!**
- ❖ Keep your letter focused and to the point. Your cover letter should fit on one page, so keep each paragraph to three or four sentences max.
- ❖ Don't use a form letter! This is the quickest way to get your resume tossed out. Your cover letter should be written for each position you seek.
- ❖ Even if an employer doesn't request a cover letter, send one anyway!
- ❖ If you can find out who the person responsible for hiring is, personalize your letter by including their name.
- ❖ If you have to send a cover letter by e-mail, make sure to keep it short and to the point. Don't attach any files unless an employer asks you to.
- ❖ Keep copies of all of your letters. This will make it easier for you to edit an existing letter if you apply for a similar position.

Cover Letter Samples

About.com: Job Searching

Sample Cover Letter Administration / Business

General / Administrative / Business Cover Letter

By [Alison Doyle](#), About.com

Sample Cover Letter - General / Administrative

Review more [cover letter examples](#)¹.

Your Name

Your Address

Your City, State, Zip Code

Your Phone Number

Your Cell Phone Number

Your Email

Date

Dear Hiring Manager,

I was excited to read about the Administrative Assistant job opening at XYZ company. I have several years of experience in a variety of fields including insurance and finance.

In addition to my extensive office experience, I have strong communication, customer service, and administrative skills. My broad background makes me an excellent candidate for this position.

Thank you for your consideration. I look forward to hearing from you to arrange an interview.

Sincerely,

Your Signature

Your Typed Name

Cover Letter Samples (continued)

About.com: Job Searching Sample Cover Letter - Customer Service

By [Alison Doyle](#), About.com

Sample Cover Letter - Customer Service

Your Name

Your Address

Your City, State, Zip Code

Your Phone Number

Your Cell Phone Number

Your Email

Date

Dear Hiring Manager,

In today's customer service oriented society, timely, friendly, proactive service is sought to enhance future business growth. Customer loyalty is always impacted when you employ the right service retail professional to represent you when assisting your valued customers.

My long term experience in the service industry has taught me how to meet and exceed each customer's expectations with service that sells! I have assisted all types of customers in all types of settings. I realize that acquiring and maintaining loyal repeat business as well as spreading the word of your business through these loyal patrons is of the utmost importance in every company. Positioning a company for better exposure and greater marketability is a task that I have performed with success many times.

I am an excellent trainer who achieves ongoing success with her teams by building morale, maintaining teams' self-confidence and training them to build the sale by improving their people skills.

It would be a pleasure to interview with you and I look forward to hearing from you soon.

Very Sincerely,

Your Signature

Your Typed Name

Cover Letter Samples (continued)



Sample Cover Letter - Entry Level Finance Position

By [Alison Doyle](#), About.com

Sample Cover Letter - Entry Level Finance Position

Review more [cover letter samples](#) ¹.

Your Contact Information

Address

City, State, Zip Code

Phone Number

Cell Phone Number

Email

Employer Contact Information

Name

Title

Company

Address

City, State, Zip Code

Date

Dear Mr./Ms. LastName,

I am very interested in the entry-level position that is available at ABC Investment Partners. I recently graduated from XYZ University College and am actively seeking employment with firms in the San Francisco area. My courses in investments, finance and business have given me a solid base upon which I plan to build to build my career.

During my college internships, I dealt with a variety of budgets and conducted market research while handling numerous administrative duties. The experience allowed me to learn important skills and to develop the confidence needed to succeed in a competitive environment.

I have enclosed my resume for your review. Thank you for your time and consideration.

It would be a pleasure to interview with you and I look forward to hearing from you soon.

Sincerely,

Your Signature

Your Typed Name

Cover Letter Samples (continued)

About.com: Job Searching
Cover Letter Sample Teaching Assistant / TutorBy [Alison Doyle](#), About.comReview more [cover letter samples](#) ¹.**Sample Cover Letter - Teaching Assistant / Tutor**

Your Name

Your Address

Your City, State, Zip Code

Your Phone Number

Your Email

Date

Name

Job Title

Company

Street

City, State Zip

Dear Mr./Ms. LastName,

Please accept my application for the teaching assistant position advertised on Craig's List. I would like to continue to develop my teaching skills while creating a challenging and fun learning environment for students. The middle school age group is particularly appealing to me, because students are very impressionable, interesting in learning, and open to new concepts.

I am very qualified and would be an asset to the school because of my experience working as a teaching assistant for XYZ School. I have worked with both elementary and middle school teachers, as well as camp directors to develop curricula that meet the needs of students. I enjoy tutoring students and helping them build confidence in their ability to achieve, both academically and socially. In addition, I have artistic and computer skills that will be an asset when developing class projects.

I have attached my resume for your review. Thank you for considering my application. I would appreciate the opportunity to interview and look forward to hearing from you in the near future.

Sincerely,

Your Signature

Your Typed Name

Cover Letter Template

Ability/Skill/Education employer is seeking:

How I will address that:



Ability/Skill/Education employer is seeking:

How I will address that:

Cover Letter Template (continued)

Ability/Skill/Education employer is seeking:

How I will address that:

Ability/Skill/Education employer is seeking:

How I will address that:

Ability/Skill/Education employer is seeking:

How I will address that:

Cover Letter Checklist



- ☐ Your personal information is correct.
- ☐ The employer name and contact is correct.
- ☐ If possible, you've addressed the letter to an individual.
- ☐ The first paragraph mentions the position you're applying for and where you found the listing - if you were personally referred, be sure to include the name.
- ☐ You've customized your letter to the job you're applying for.
- ☐ Your letter is organized, clear, and concise.
- ☐ You've explained any gaps in employment, if necessary.
- ☐ The font is preferably 12 points (no smaller than 10 points) and you've used a readable font (Arial, Times New Roman).
- ☐ You've read your cover letter aloud to make sure there are no missing words.
- ☐ The paper you've printed on is a good quality and matches your resume.
- ☐ The letter is signed if it's being mailed.

Resume Types



Chronological Resume:

A chronological resume is the most common type or the type that most people are familiar with. It starts by listing your work history, with the most recent position first.

This type of resume works well with job seekers who have a strong, solid work history without significant gaps in employment.

Functional Resume:

A functional resume focused on your experience and skills versus your chronological work history.

This type of resume is commonly used by job seekers who are changing careers or who have gaps in their work history.

Combination Resume:

A combination resume is exactly what it says. It combines a listing of your skills and experience followed by your chronological employment history.

This type of resume allows a job seeker to highlight the skills that are relevant to the job they are applying for while including the chronological work history which many employers prefer.

Resume Samples



By [Alison Doyle](#), About.com

Sample Chronological Resume - Retail

=====

Paul Jones
6 Pine Street
Arlington, VA 12333
555.555.5555 (home) 566.486.2222 (cell)
phjones@vacapp.com

Experience

Key Holder, Montblanc
April 2001 - February 2005

- Opened new specialty boutique
- Placed orders to restock merchandise and handled receiving of products
- Managed payroll, scheduling, reports, email, inventory, and maintained clientele book and records
- Integrated new register functions
- Extensive work with visual standards and merchandising high-ticket items

Sales Associate, Nordstrom - Collectors and Couture Departments
July 1999 - April 2001

- Merchandised designer women's wear
- Set-up trunk shows and attended clinics for new incoming fashion lines
- Worked with tailors and seamstresses for fittings
- Scheduled private shopping appointments with high-end customers

Bartender
Jigg's Corner
February 1997 - July 1999

- Provide customer service in fast-paced bar atmosphere
- Maintain and restock inventory
- Administrative responsibilities include processing hour and tip information for payroll and closing register


Education

Ramapo College, Arlington, Virginia

Computer Skills

- Proficient with Microsoft Word, Excel, and PowerPoint, and Internet

Resume Samples (continued)



By [Alison Doyle](#), About.com

Sample Functional Resume

Resume Contributed by [Kay Stout](#)

Karol Miner
 336 W. Chugalug Way, Sentinel, WY 33666
 c: 444-222-4339 e: karmin@southwbell.net

Objective
 Process management opportunity that utilizes my communication and analytical skills to influence organizational growth and bottom line profitability.

Achievements

Research Information and Analyze Options

- Researched and purchased better heat exchanger that alleviated our heat loading problem. Saved company four to six hours of downtime per eight-hour shift and improved product yield at extruder.
- Purchased and refurbished used gearbox as spare. Saved 12 days downtime and eliminated risk involved to rebuild critical pieces of equipment. During emergency rebuild we are down 2 days rather than 2 weeks.

Manage People and Projects

- Successfully led refurbishment campaign on all three extruder gearboxes. Pro-active rebuild of gearboxes puts downtime at two days rather than two weeks.
- Reallocated resources during two week annual shutdown so that no down time was encountered and all projects finished on time.

Extrapolate Essential Data

- Proved that product quality issue was not due to equipment processing parameters. Product design team discovered fault in their print test methods.
- Evaluated trends of real time data on AFG grinder. Proactive identification of problem prevented coarse particle contamination.

Utilize Subject Matter Expertise to Influence Management Decisions

- Determined capital project would need to be undertaken pro-actively to avoid having to use our business resumption plan in the event of catastrophic failure. Company will save about 1 million dollars.
- Created viable process for extrusion, during new product development, with no start-up difficulties.

Effective Communication Throughout the Organization

- Implemented safety related information to senior staff, peers and subordinates.
- Frequently requested to explain processing issues involving extruder and batching processes. Provide technical information to management as well as operational information to the process operators managing the floor.

Resume Samples (continued)

About.com: Job Searching

By Alison Doyle, About.com

Sample Combination Resume: Management Position**Jose A. Adelo**

1525 Jackson Street, City, NY 11111

555-555-555

email: abc@abc.com

OBJECTIVE

To obtain a position where I can maximize my multilayer of management skills, quality assurance, program development, training experience, customer service, and a successful track record in the Blood Banking care environment.

SUMMARY OF QUALIFICATIONS

Results-oriented, high-energy, hands-on professional, with a successful record of accomplishments in the blood banking, training, and communication transmission industries. Experience in phlebotomy, blood banking industry, training, quality assurance, and customer service with focus on providing the recipient with the highest quality blood product. Fully compliant with FDA cGMP, Code of Federal Regulations, AABB accreditation, and California state laws.

Major strengths include strong leadership, excellent communication skills, competent, strong team player, attention to detail, dutiful respect for compliance in all regulated environment, as well as supervisory skills including hiring, termination, scheduling, training, payroll, and other administrative tasks. Thorough knowledge of current manufacturing practices, and a clear vision to accomplish the company goals. Computer and Internet literate.

PROFESSIONAL ACCOMPLISHMENTS

Facilitated educational projects successfully over the past two years for Northern California blood centers, a FDA regulated manufacturing environment, as pertaining to cGMP, CFR's, CA state and American Association of Blood Bank (AABB) regulations, and assure compliance with 22 organization quality systems.

Provided daily operational review/quality control of education accountability as it relates to imposed government regulatory requirements in a medical environment.

Resume Samples (continued)

Combination Resume

Chief point of contact for the AT&T telephone and the ABC Affiliated TV stations, as it relates to complaints and diagnosing communicational problems either at the site or remote broadcasting. Also tested/repairs prototype equipment for possible consideration or for future use.

Reviewed FAA safety requirements and procedures to ensure compliance for aircraft and passenger safety.

Communication expert and programming specialist for the intermediate range Lance and Persian missile systems. Trained to operate and repair the (FDC) fire direction control computer system and field satellite communications.

Served as Instructor/Supervisor (during my off time) for military personnel and their dependents in various recreational classes to include; automotive repair/preventative maintenance, wood making, stain glass, photography, and pottery.

WORK HISTORY

- Acting Education Manager, American Red Cross, Oakland, CA: 2004 - 2008
- Education Coordinator, American Red Cross, Oakland, CA: 2003 - 2004
- Phlebotomist, American Red Cross, Oakland, CA: 2001 - 2003
- Cable Television CATV Supervisor, Core Communication Inc, Sunnyvale, CA: 1998 - 2001
- CATV System Technician, TCI Cablevision Inc, Fremont, CA: 1991 - 1998
- Technician/Day Shift Supervisor, Avantek Inc, Milpitas, CA: 1984 - 1991
- Airport Security Supervisor, Wackenhut, San Jose, CA: 1983 - 1984
- Multi Craft Instructor, APO NY Germany: 1981 - 1983
- Communication Expert, US ARMY, APO NY Germany: 1979 - 1983

EDUCATION

- Associate of Art, Administration of Justice, San Jose University, San Jose, CA
- NCTI Certified, CATV System Technician, Denver, CO
- ABM Certified, Cornerstone Technician, Denver, CO

References and work sample available upon request

Summary/Profile Section

What to Include in a Summary/Profile

The Summary/Profile section can be used with any of the resume types. The Quintessential Guide to Words to Get Hired By, published by Quintessential Careers, provides an excellent overview of what the Summary/Profile section can contain.

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The Quintessential Guide to Words to Get Hired By is available online and can be accessed at no charge at: http://www.quintcareers.com/Quintessential_Careers_Press/Words_Hired_By/

.....

- Title/functional area/level of your current position and/or position you seek.
- Number of years of experience (which, for age-discrimination reasons, should not exceed 15-20; "15+" is a good guideline for mature workers).
- Industry you're in or seeking to be in.
- Core competencies/areas of expertise/strengths/specialization for that field.
- Highlights of accomplishments, especially used to demonstrate skills and competencies you've used throughout your career.
- Top business, leadership, craft-related skills, both "hard skills" and "soft skills" (refer to Module 2 - Transferable Skills). If you include "soft skills," be sure to include examples to substantiate them.
- "Value-added" information: Skills/accomplishments/experience that add to your value because they are not necessarily expected of someone with your background (e.g., operations manager with deep knowledge of IT).
- Any advanced degrees, certifications, or licenses that are integral to the type of job you seek.

Summary/Profile Section (continued)

- Language and international business skills, if relevant.
- Technical/computer skills, instead of burying them at the bottom of your resume (Exception: IT professionals, who should place IT skills in a separate section).
- Personality/management style: This is an opportunity to share something personal in a professional context that allows the employer to catch a glimmer of what your personality is like.
- Possibly affiliations if integral to the job, otherwise in a separate section.
- Any extremely prestigious colleges, employers, or clients.
- Keywords/buzzwords from ads or job postings you're responding to.
- Quantification whenever possible, using numbers for, e.g., revenue generated, size of accounts, typical budgets, money saved, etc.
- Positive quotes/testimonials from supervisors, clients, taken from memos, letters, or performance evaluations. Awards you've earned, such as Employee of the Month and President's Club, can also be listed in the Summary/Profile section to give them more up-front attention than if they were listed in their own section.

Summary/Profile Section (continued)

When creating a Summary/Profile section, select items that are going to focus on your unique selling points and the requirements of the job.

Ideally, you should include three to five bullets in your summary. Be sure to include the strongest points that you have examples for.

Quintessential Careers recommends that you begin your Summary/Profile section with a bullet point that describes your professional identity - who you are and what you can contribute. Take a look at a few examples on the next page!



Summary/Profile Section (continued)

Samples

“Goal-driven achiever with strong organization skills who performs as both versatile individual and team player with ability to quickly assess, comprehend, and manage customer relations while upholding company values.”

“Confident interpersonal communicator with skills that lend themselves to building excellent rapport with staff, patients, and their families, including ability to adapt and respond calmly and effectively to rapidly changing situations.”

“Bi-lingual speaker with background rich in culturally diverse experiences and fluencies in English and Cantonese.”

Summary/Profile Worksheet

1.

2.

3.

4.

5.

Tips and Samples for the Summary/Profile Section

When creating a Summary/Profile section, select items that are going to focus on your unique selling points and the requirements of the job.

Ideally, you should include three to five bullets in your summary. Be sure to include the strongest points that you have examples for.

Quintessential Careers recommends that you begin your Summary/Profile section with a bullet point that describes your professional identity - who you are and what you can contribute. Samples below:

“Goal-driven achiever with strong organization skills who performs as both versatile individual and team player with ability to quickly assess, comprehend, and manage customer relations while upholding company values.”

“Confident interpersonal communicator with skills that lend themselves to building excellent rapport with staff, patients, and their families, including ability to adapt and respond calmly and effectively to rapidly changing situations.”

“Bi-lingual speaker with background rich in culturally diverse experiences and fluencies in English and Cantonese.”

Sample Questions for the Interviewer

- ◆ How would you describe the responsibilities of the position?
- ◆ How would you describe a typical week/day in this position?
- ◆ Is this a new position? If not, what did the previous employee go on to do?
- ◆ What is the company's management style?
- ◆ Who does this position report to?
If I am offered the position, can I meet him/her?



Informational interviews give you the chance to learn about an industry or occupation.

The Quintessential Careers™ website located at http://www.quintcareers.com/informational_interviewing.html offers a tutorial.

Job Search Log

[illegible]

Prep for the Top 10 Interview Questions

By Carole Martin, Monster Contributing Writer



Too many job seekers stumble through interviews as if the questions are coming out of left field. But many interview questions are to be expected. Study this list and plan your answers ahead of time so you'll be ready to deliver them with confidence.

What Are Your Weaknesses?

This is the most dreaded question of all. Handle it by minimizing your weakness and emphasizing your strengths. Stay away from personal qualities and concentrate on professional traits: "I am always working on improving my communication skills to be a more effective presenter. I recently joined Toastmasters, which I find very helpful."

Why Should We Hire You?

Summarize your experiences: "With five years' experience working in the financial industry and my proven record of saving the company money, I could make a big difference in your company. I'm confident I would be a great addition to your team."

Why Do You Want to Work Here?

The interviewer is listening for an answer that indicates you've given this some thought and are not sending out resumes just because there is an opening. For example, "I've selected key companies whose mission statements are in line with my values, where I know I could be excited about what the company does, and this company is very high on my list of desirable choices."

Prep for the Top 10 Interview Questions (continued)

What Are Your Goals?

Sometimes it's best to talk about short-term and intermediate goals rather than locking yourself into the distant future. For example, "My immediate goal is to get a job in a growth-oriented company. My long-term goal will depend on where the company goes. I hope to eventually grow into a position of responsibility."

Why Did You Leave (Or Why Are You Leaving) Your Job?

If you're unemployed, state your reason for leaving in a positive context: "I managed to survive two rounds of corporate downsizing, but the third round was a 20 percent reduction in the workforce, which included me." If you are employed, focus on what you want in your next job: "After two years, I made the decision to look for a company that is team-focused, where I can add my experience."

When Were You Most Satisfied in Your Job?

The interviewer wants to know what motivates you. If you can relate an example of a job or project when you were excited, the interviewer will get an idea of your preferences. "I was very satisfied in my last job, because I worked directly with the customers and their problems; that is an important part of the job for me."

What Can You Do for Us That Other Candidates Can't?

What makes you unique? This will take an assessment of your experiences, skills and traits. Summarize concisely: "I have a unique combination of strong technical skills, and the ability to build strong customer relationships. This allows me to use my knowledge and break down information to be more user-friendly."

What Are Three Positive Things Your Last Boss Would Say About You?

It's time to pull out your old performance appraisals and boss's quotes. This is a great way to brag about yourself through someone else's words: "My boss has told me that I am the best designer he has ever had. He knows he can rely on me, and he likes my sense of humor."

What Salary Are You Seeking?

It is to your advantage if the employer tells you the range first. Prepare by knowing the going rate in your area, and your bottom line or walk-away point. One possible answer would be: "I am sure when the time comes, we can agree on a reasonable amount. In what range do you typically pay someone with my background?"

If You Were an Animal, Which One Would You Want to Be?

Interviewers use this type of psychological question to see if you can think quickly. If you answer "a bunny," you will make a soft, passive impression. If you answer "a lion," you will be seen as aggressive. What type of personality would it take to get the job done? What impression do you want to make?

Source: <http://career-advice.monster.com/job-interview-practice/Prep-for-the-Top-10-Interview-Quest/home.aspx>

Interview Questions and Answers

Job Interview Questions and Best Answers

By Alison Doyle, About.com

Job interviews are always stressful - even for job seekers who have gone on countless interviews. The best way to reduce the stress is to be prepared. Take the time to review the "standard" interview questions you will most likely be asked. Also review sample answers to these typical interview questions. Then take the time to research the company. That way you'll be ready with knowledgeable answers for the job interview questions that specifically relate to the company you are interviewing with.

Interview Questions: Work History

- Name of company, position title and description, dates of employment.
- What were your expectations for the job and to what extent were they met?
- What were your starting and final levels of compensation?
- What were your responsibilities?
- What major challenges and problems did you face? How did you handle them?
- Which was most / least rewarding?
- What was the biggest accomplishment / failure in this position?
- Questions about your supervisors and co-workers.
- What was it like working for your supervisor? What were his strengths and shortcomings?
- Who was your best boss and who was the worst?
- Why are you leaving your job?
- What have you been doing since your last job?
- Why were you fired?

Interview Questions and Answers (continued)

Job Interview Questions about You

- What is your greatest weakness?
- What is your greatest strength?
- Describe a typical work week.
- Do you take work home with you?
- How many hours do you normally work?
- How would you describe the pace at which you work?
- How do you handle stress and pressure?
- What motivates you?
- What are your salary expectations?
- What do you find are the most difficult decisions to make?
- Tell me about yourself.
- What has been the greatest disappointment in your life?
- What are your pet peeves?
- What do people most often criticize about you?
- When was the last time you were angry? What happened?
- If you could relive the last 10 years of your life, what would you do differently?
- If the people who know you were asked why you should be hired, what would they say?
- Do you prefer to work independently or on a team?
- Give some examples of teamwork.
- What type of work environment do you prefer?
- How do you evaluate success?
- If you know your boss is 100% wrong about something how would you handle it?
- Describe a difficult work situation / project and how you overcame it.
- Describe a time when your workload was heavy and how you handled it.
- More job interview questions about your abilities.
- More job interview questions about you.

Interview Questions and Answers (continued)

Job Interview Questions about the New Job and the Company

- What interests you about this job?
- Why do you want this job?
- What applicable attributes / experience do you have?
- Are you overqualified for this job?
- What can you do for this company?
- Why should we hire you?
- Why are you the best person for the job?
- What do you know about this company?
- Why do you want to work here?
- What challenges are you looking for in a position?
- What can you contribute to this company?
- Are you willing to travel?
- Is there anything I haven't told you about the job or company that you would like to know?

Interview Questions: The Future

- What are you looking for in your next job? What is important to you?
- What are your goals for the next five years / ten years?
- How do you plan to achieve those goals?
- What are your salary requirements - both short-term and long-term?
- Questions about your career goals.
- What will you do if you don't get this position?

Source: <http://jobsearch.about.com/od/interviewquestionsanswers/a/interviewquest.htm>

Job Interviews: Acing the Situational Interview

Courtesy of ARA Content

(ARA) - The phone rings. It's a recruiter calling to let you know that all that hard work on your **resume** paid off and they're inviting you to come in for an interview. You're psyched up, until you hear about this new situational interviewing taking place—now, you're psyched out.

While situational interviews may be drastically different from what you know of standard interviews, they're not impossible to conquer. Instead of a recruiter asking you factual questions—such as, "So, what makes you experienced for this position?" or emotional questions like, "What would your coworkers say about you?"—they ask situational questions. In situational interviews, the recruiter is looking to glean how a candidate handles real work situations, his or her problem-solving style, and what the potential employee's personality is really like.

To prepare for a situational interview, it's not important to study your resume, but do study the buzz words in the job description. Look for qualifications that stand out, like time management, ability to multitask, autonomy, etc. These are key traits you'll want to convey during your interview, and you'll have to do so by illustrating the characteristics and giving specific examples, instead of just saying you possess them.

Snelling Staffing Services has compiled a list of some of the most common situational interview questions that a candidate is likely to be asked.

1. Describe a challenging work situation. What did you do to solve the problem, and what was the outcome?
2. Tell me about a time when you had to think on your feet and reach a decision quickly.
3. In your experience speaking with clients and customers, tell me about an instance when communication became challenging and how you overcame that.
4. Give an example of a time you were able to be amiable and warm as a communicator.

Job Interviews: Acing the Situational Interview (continued)

5. Describe a time when you were successful working in an unstructured environment.
6. Tell me about a time you had a conflict with a co-worker and how you resolved it.
7. Can you describe a situation in which you had to think outside the box to solve a problem for a co-worker, client or customer?
8. Describe an instance in which you have disagreed with instruction or criticism from your boss and how you approached the situation.
9. Tell me about a time in which you had to really manage your time well, how you went about doing so, and how you were able to meet your goal.
10. Can you tell me about an instance in which you were able to positively motivate others?

In preparation for the interview, candidates should read through situational questions and focus on coming up with multiple scenarios from work history to illustrate his or her abilities. Tell your stories aloud. Keep your answers on target, make the scenarios relevant to the question and focus on the positive outcome. To structure your answer, focus on the following order: situation, action, and outcome. If you keep the order in mind, the story should naturally progress to become well-rounded and on point.

Ask a friend or family member to ask you questions throughout the days or weeks leading up to your interview so that you can become comfortable telling your stories. Focus on keeping your answers positive and avoid the standard interview pitfalls. Never use profanity, bad-mouth a former or current employer, or lie.

Even if you're not interviewing now, keep a running list of examples from your current employment to draw upon down the road. Once you've gotten your stories straight, they should be just as familiar as your resume.



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