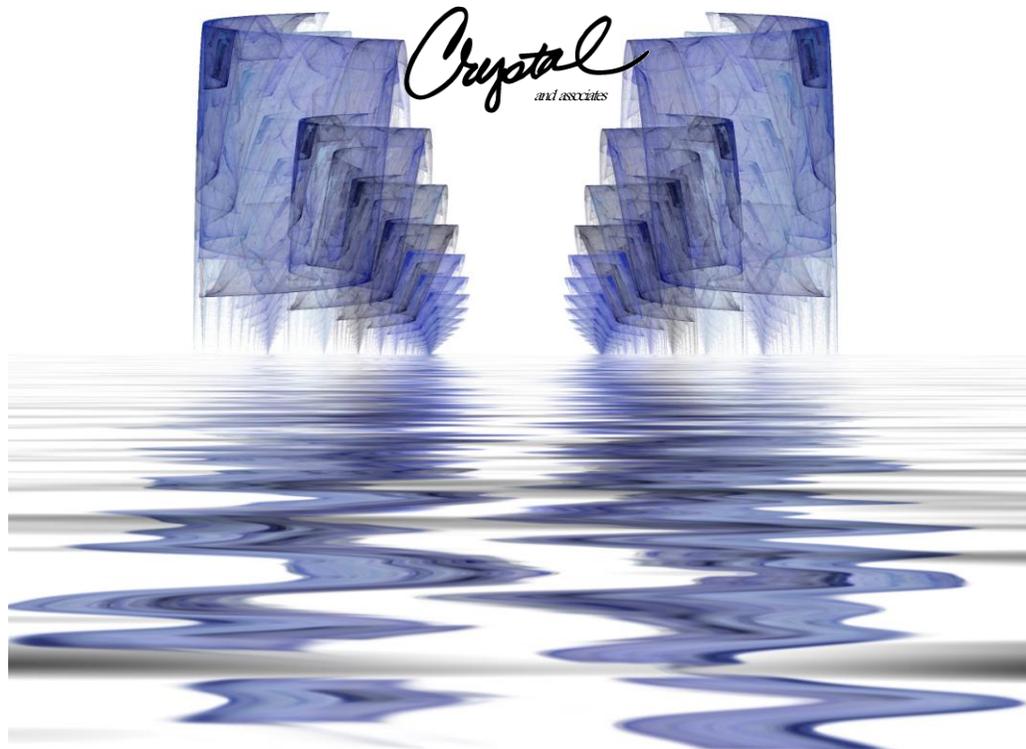
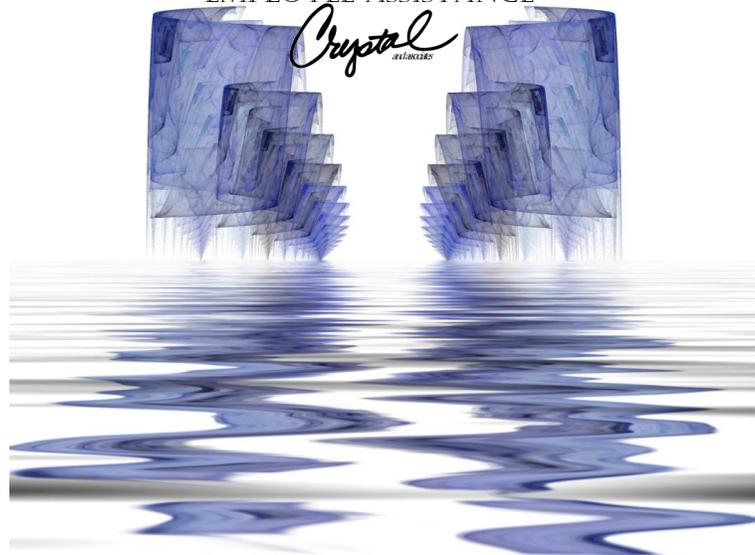


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EMPLOYEE ASSISTANCE



Career Transition
Guidance Package

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Career Transition Services

Crystal^{and}Associates has ten-plus years' experience in recruitment, resume writing, portfolio development and twenty years of corporate experience. This understanding may benefit you with insights in how to interview more effectively, and maximize your professional history and skill set.

This Career Transition Guidance Package is a valuable resource for corporations needing assistance in outplacement services.

• **Employee Assistance (EAP)** • **Corporate Services**
11919 Grant Street, Suite 201 | Omaha, NE 68164 | 402.598.8511
crystal^{and}associates.com

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Career Resources

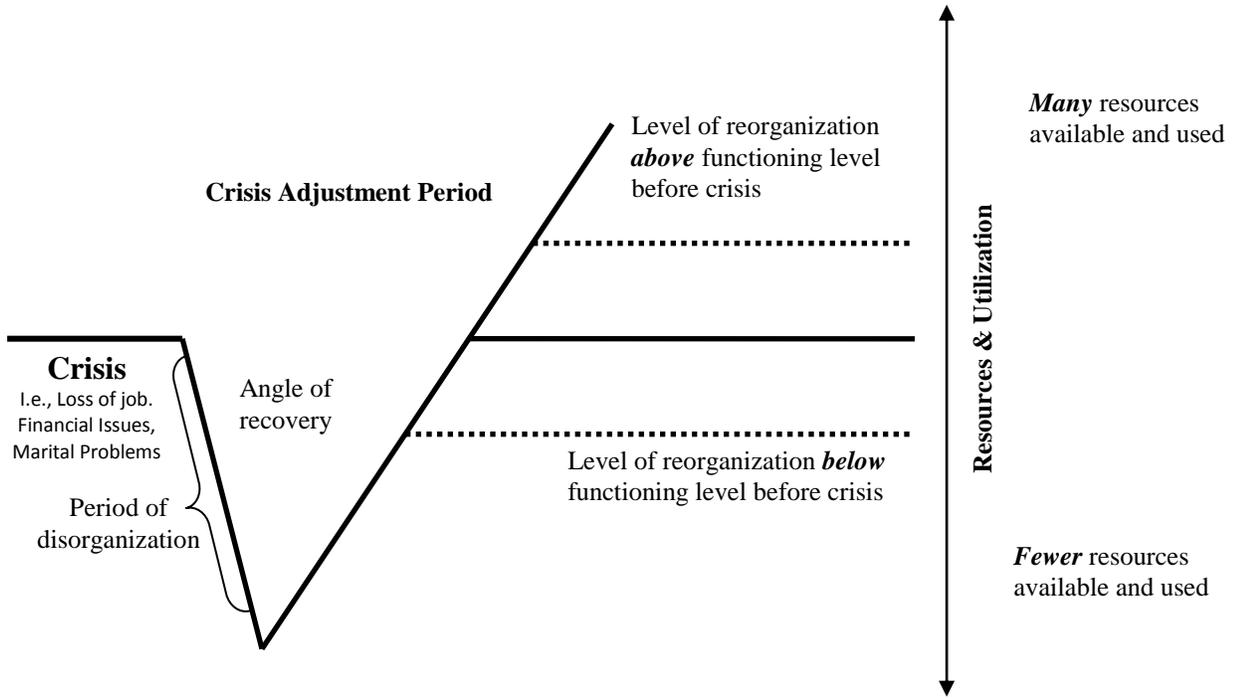
When Facing New Stressors Importance of Utilizing Resources

Should I use a Recruiter or Not?

Practical Tools Often Underutilized

When Facing New Stressors

Understanding importance in utilizing all available resources



Adapted from Families under Stress: Adjustment to the Crisis of War, Separation and Reunion by R. Hill, 1949, Westport, CT: Greenwood Press.

Should I Use a Recruiter or Not

Crystal Anzalone, MS, PLMHP, NCC

Aligning with a Recruiter is Free for Candidates

There is no charge to you for utilizing the services of a recruiter. Recruiting fees are paid by the employer, not the candidate seeking employment. To avoid frustration, however, remember that the recruiter is working on behalf of the corporation and that there is no guarantee that the recruiter will place you. A recruiter's desk is very demanding, and it is important that you build a trust relationship upon meeting the recruiter for the first time by asking their process. In this way you have clear understanding of what they will and will not do for you. It is best to not set up expectations that cannot be met. This also means that in most situations, working with a recruiter should not replace your own job efforts. However, communicate with the recruiter the companies and internet sites that you have already contacted so that they do not duplicate your efforts. The respect you provide to the recruiter's time and efforts will speak of your own character. The recruiter is one instrument of many for you.

Tapping into the Hidden Market

The hidden job market consists of unadvertised and confidential positions in which candidates desire to discover. It has been suggested that up to 80% of jobs are not advertised using traditional methodology. Internal recruiters and external recruiters are commissioned to find the candidate with the exact skills and culture fit to maximize a particular role. Corporations often hire recruiters to find explicit candidates to save the time and hassle of advertising, screening, interviewing, reference checking and making job offers. There are situations where corporations prefer to keep their searches confidential and stealthily, recruiters work to fill these positions. A recruiter can put you in touch with companies you were not privy of beforehand, those who are hiring, and provide opportunity that might not have been on your radar otherwise.

Specialization

Some recruiters specialize in certain types of positions or certain industries. If you are targeting a particular industry or position, working with a recruiter who specializes in that field can help you eliminate the jobs that are not relevant to your career focus.

Saving Time and Effort

For you as a candidate, working with a recruiter can save wasting time and effort. Recruiters have access to the untapped job market as well as conduct the leg work, provide information about the corporations targeted. In addition, if you are currently employed and seeking to change career while you are searching for a new position, the expertise and skill of a recruiter can be invaluable.

Compensation and Negotiation Expertise

How many times have you discovered after a laborious interview process that the position pays well below your needed income? A recruiter is privy to the salary range and can advise you if what you are seeking is in that particular range.

When an actual offer is being considered by the corporation, many times a recruiter will help you negotiate your compensation package if you are offered a job by the client who engaged them in the search. Certainly, this can remove much of the mystery surrounding negotiation. Savvy recruiters will have extensive knowledge of the current market value for your position.

In the Meantime - Work Contract, Temporary Positions or Volunteer

Exposing yourself to the right companies is the objective in working temporary or contract work if you are out of employment. Weighing the benefit of receiving unemployment benefits certainly has been dissuasion for some to pursue temporary work. If you are not willing to give up those benefits while working temp there are those who have been forward thinking, making introduction to the Human Resource Department and offering to work for the *target company* as a volunteer for 1 month or until they would assume a permanent role elsewhere. Although no one wants to work for free, this method sets the candidate apart for all of the competition vying for certain roles in high level companies. It is up to the candidate to be specific about what they would be willing to do as volunteer work with the objective in mind to showcase the skills that the company would desire. Each situation would need to be tweaked for maximum benefit. However, the advantages for networking and demonstrating extraordinary spirit and attitude are the pay-off.

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Interview Insights

Interview Suggestions

INTERVIEW SUGGESTIONS

REMEMBER...YOU DON'T GET A SECOND CHANCE TO MAKE A FIRST IMPRESSION

(Estimates suggest a 'first impression' is made in less than 10 seconds of initial contact...make your seconds count!)

- **DRESS FOR SUCCESS!! POLISHED AND PROFESSIONAL – SUITS/TIES – BUSINESS DRESS – YOU WANT TO PRESENT A VERY PROFESSIONAL IMAGE!!** Though you may enjoy body art, piercings, and much jewelry on a personal level, to present a truly professional image – in interviewing and in the day-to-day workplace – do not showcase these personal preferences!! Safety is also a factor. If excessive jewelry is worn, there could be issue – and you certainly don't want the first impression of the interviewer to be “warning...potential safety issue here!” Please do not wear fragrance or perfume to the interview, there are too many people with allergies and what might be a pleasant scent to one person is a turn-off factor to another.
- Take a notebook/portfolio for note-taking during interview. It is polite to ask, “*Do you mind if I take notes?*” prior to commencing the interview. Taking notes helps you in two ways: (1) it shows your interest and (2) as you make notes on comments made by the interviewer, when you speak, you can use those points to sell your skills. For example: if the interviewer says, “*we really need someone who can organize paperwork.*” You can address this accountability by citing specific examples of how you've handled this function in the past (example: “*At XYZ Company, I was successful in creating a filing system which greatly increased productivity and solved the difficulty in locating needed papers.*”)
- **RESEARCH THE COMPANY...VIEW THE COMPANY'S WEBSITE.** Use your notebook to record key elements of the company – areas where you believe you can apply/transition your skills to achieve the company's continued success (example: “*I see that you have decided to expand your market into...how will that growth impact this position?*”)
- **TAKE A COPY OF YOUR RESUME WITH YOU.**
- **FOLLOW-UP WITH A THANK YOU NOTE.** Pen a brief, handwritten note to express gratitude for the interviewer's (or interviewers'—separate notes) time. Write something of substance, not just “*Thank you for the interview.*” Smart applicants use this follow-up as a chance to elaborate on interview questions, illustrating how they can improve the company's bottom line or improve a product. You influence the impression that you make on the hiring manager. Write one to three paragraphs only – highlighting how you believe you can make a key contribution. ***Exception to the handwritten note:*** If you are going to work for a technology company, they may not be all that impressed with notes that come through snail-mail or fax, because they do not mess with it and they might wonder why you are. But if you end up with a VP who is of a more traditional realm—a formal letter coming on nice paper to him **is the right** thing to do.
- **ARRIVE 10 MINUTES EARLY.** Make sure you are presentable for the interview (e.g., no lint, hair, etc. on your clothing, hair combed, prepared to smile, by all means do not talk about personal problems with your interviewer...etc.).
- **ASK QUESTIONS THROUGHOUT THE INTERVIEW RATHER THAN WAITING UNTIL THE END OF THE MEETING** (be sure you wait until the interviewer pauses...don't interrupt).

- **DO NOT ASK QUESTIONS ABOUT MONEY AND PERKS** (salary, health benefits, vacation time, sick leave policy, etc.). Recruiters will have an outline of the benefits and be able to provide this information to you. If not, the interviewer may initiate conversation along these lines. He/she will know what your salary objectives are, going into the interview. By all means, if he/she brings up such items, you need to address them—but do not go outside what you’ve relayed to your recruiter...now is not the time to “up” your salary expectations. Negotiating salary is part of the recruiters job – within the parameters that would be discussed with you ahead of your interview.
- **DO NOT ASK ANYTHING YOU SHOULD ALREADY KNOW.** (Information easily available in an organization’s online or print publication.)
- **ASK QUESTIONS THAT A CONSULTANT WOULD ASK.** (Questions about the organization’s needs, problems, plans and goals.)
- **ASK QUESTIONS THAT HELP YOU GET A CLEAR PICTURE OF WHAT THE JOB WOULD BE LIKE ON A DAY-TO-DAY BASIS.**
- **ALWAYS CONSIDER THE MEANING BEHIND A QUESTION AND ALWAYS ANSWER IN THE CONTEXT OF A WORK ENVIRONMENT.** (Example: When asked, “*Tell me something about yourself.*” Answer in the context of your work experience. (Example: “*I am a self-starter with a true desire to achieve in my field, having worked in this field successfully for xyz years.*” Not, “*I am an avid golfer who loves to take Friday afternoons off to practice my skill.*”)
- **DO NOT MEMORIZE ANSWERS TO EACH ANTICIPATED QUESTION.** Just have flexible strategies in mind to use with any question.
- **WHEN ANSWERING QUESTIONS ABOUT YOUR SKILLS AND ABILITIES...always show how you could add value** above and beyond the basic job duties and the organization’s immediate needs.
- **AGAIN, DO NOT WAIT UNTIL THE END OF THE INTERVIEW TO ASK QUESTIONS YOURSELF.** The more questions you ask early in the interview, the more easily you can build a case for why you’re the best candidate.

SUGGESTIONS FOR BUILDING QUESTIONS: ABOUT THE POSITION

- Why is this position open?
- What are the key qualities needed for success on this job?
- What are you *really* looking for in a candidate?
- What would your expectations be for this person after: (a) 3 months, (b) 6 months, (c) year?
- What are the biggest challenges facing this department? Future plans?
- What is a typical day like?
- What percentage of my time would be spent in the various duties?
- How will the work performance be appraised?

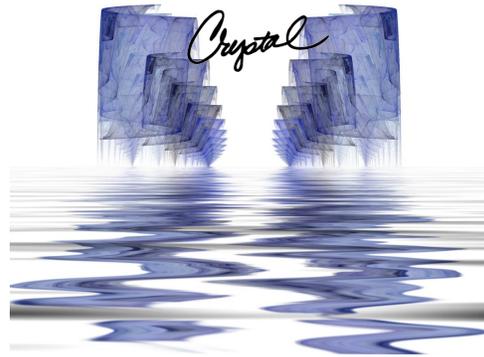
SUGGESTIONS FOR BUILDING QUESTIONS: ABOUT THE ORGANIZATION

- What are the organization’s plans for the future?
- What are the biggest challenges facing the organization?
- How would you describe the working environment here?

AND FINALLY

- Give reasons to the company **why they should hire YOU** whether they ask you or not...that’s the bottom line... let them know what you can do for their company. Look at the job description and see how you can meet their needs and objectives. Express why you are interested in their particular company as relates to what you can do to provide value.
- Close the interview by relaying to the interviewer that you really want the job (if you sincerely do) and think you are the best candidate. You might ask the interviewer, “*What three attributes will the candidate you hire possess?*” Then jot down a note or two in your notebook based on the response. When it’s time to close the interview you can respond by addressing each of the attributes cited with examples of how you will contribute.
- Relay to the interviewer that you want the job and you hope to hear from him/her soon.

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Professional Portfolio Example



Your Name

[Format Layout Sample]

*Professional Portfolio
Table of Contents*

- *Sample Resume(s)*
- *Executive Interview as Insight into the Candidate*
 - *Academic Profile Cover Sheet*
 - *Performance Accomplishments Cover Sheet*
 - *Insight into the Candidate Cover Sheet*
 - *Letters of Recommendation Cover Sheet*

Objective: To obtain a position where I can utilize my professional skills as a team member and make a contribution to success in a field with challenging opportunities and room for professional and personal growth.

**Mid Level
Sample Resume Format**

Education:

- University of Nebraska at Omaha 1982 to 1983
- Metro Tech Community College 1983 to 1984
- XYZ Company learning & continuous development

- Business
- Business
- Customer Service

Professional Skills:

- Excellent interpersonal skills
- Computer proficient in MS Excel and MS Word and PowerPoint
- Bilingual in Spanish

Professional Experience:

XX Customer Service Company 1995 to Present

Wholesale Coordinator Specialist

Primary responsibilities included organization of complex tasks so that they may be completed accurately and timely; maintain departmental productivity in a fast-paced, quality driven environment; communicate effectively with diverse group of people; handle varied multiple tasks efficiently; and, make operational decisions based on outcomes and handled new challenges and opportunities as necessary. Functioned as operational team member and played instrumental role on branches A+ rating.

Some specific functions include the following:

- Manage training of new hires at various levels and ensure understanding of XX Company practices and policies.
- Perform audits of dealer inventory to ensure that company interest and credit lines are being followed.
- Manage dealer inventories by transferring up to 3 million dollars of multi brand inventory to other dealers around the country.
- Perform collection functions on all dealer and bilingual customer accounts.
- Receive and handle all inbound dealer customer service calls.
- Process accounts payable/ mortgage/ capital and revolving lines of dealer credit.
- Maintain quality standards by serving on Peer Review Board
- Handle internal production updates with weekly supervisor updates.
- Review dealer and customer contracts to ensure that Truth in Lending legal guide lines are complied with.
- Processed terminated customer accounts.

A Banking Institution 1992 to 1995

Commercial Teller

Primary responsibilities included processing customer transactions in an accurate and efficient manner; handling Spanish speaking clients; and perform accounting duties as assigned. Specific duties included:

- Verified and credited deposits for commercial and individual customer accounts.
- Assisted in balancing and auditing vault
- Maintained high level of customer service all times.
- Trained new tellers as necessary

CANDIDATE NAME

Home Address ● Omaha, NE 68100 ● Home Phone ● Cell ● LinkedIn Address ● Email ●

VALUE TO XXXX Organization

Use this section to **target the specific company** you will send your resume to in using the key words from the job board or ad. Then succinctly say *how you can bring value with supporting evidence of your specific background which proves you have already done what this company desires to accomplish*. Remember companies will **not** hire anyone who “theoretically can do the job.” They will only hire someone that **has done the job**. It is your role to understand what they want in the person they will hire as well as articulating exactly what you have done that matches what the company seeks. As you scan this resume, take note that this candidate covered the mission of the company he worked for, his specific sales budget, size of staff etc. What this candidate could have added is that he *met or exceeded XXX amount of his required goals*. He laid out the size of the budget, but did not communicate if he met his goals. Perhaps he did not?

EDUCATION/MEMBERSHIPS

- University of Nebraska – Master of Science - Accounting
- Southern California University – Bachelor of Arts – Sociology
- Certified Public Accountant – State of Nebraska
- United Way Section Chairman – 1991 Campaign

**Executive Level
Sample Resume Format**

MAJOR ACCOMPLISHMENTS

Current or most recent company: Vice President of Operations *July 2000 – current*

The largest franchiser of retail floor covering stores with operating revenues of \$125 million. Over 1,300 franchise and associate stores operate under the brand names of Carpet One, Stone Mountain, ProSource and Rug Décor.

Responsible for developing and implementing all financial, legal, real estate, store operations and merchandise policies, procedures and systems for a retail specialty store chain acquired January 1, 2000. Established strong working relationships with franchisees, real estate developers and key service providers. Developed a formal business plan and the infrastructure to transition the chain from a company-operated environment into a viable franchise offering. Staff of 6, sales budget of \$15 million.

- Leveraged store operating experience, merchandise sales data and prototype store input to improve the next generation of stores in the areas of brand image, interior design and graphics, sales training and merchandise assortment.
- Recruited a Training Manager to develop a comprehensive training program to cover everyday selling skills and the effective use of business partner referrals, direct mail and outlet center marketing programs.
- Developed and implemented Manager/Associate job descriptions, sales budgets and store visit checklists to ensure proper standards and goals in the areas of sales and service, visual merchandising, store staffing/scheduling/training and inventory management.

Prior Company: Director of Merchandise Logistics *January 1990 – July 2000*

A \$1.1 billion retailer of home furnishings, decorative accessories and gifts, operating 750 stores in the United States and Canada.

Directed \$475 million of annual merchandise distributions from 6 DCs and 90 direct-to-store vendors utilizing a proprietary merchandising system, ARTHUR Planning and Access database query software. Communicated key merchandise and replenishment issues to Store Operations, Distribution Centers and Buyers. Staff of 6 Managers, 24 Allocation Specialists, annual budget of \$1.5 million.

- Developed and implemented a strategy and transition plan to move the company from a store pull to a corporate replenishment system, improving company inventory turn by 20 basis points.
- Implemented a ‘Quick Ship’ fulfillment process for best selling big-ticket items, reducing DC to store turnaround from an average of 15 to 10 days.
- Developed the initial merchandise stocking levels and replenishment requirements for Pier 1’s e-commerce launch.

Prior to above company: Vice President/Store Operations *December 1985 – January 1990*

A \$600 million specialty retailer of floor and wall coverings, operating 650 company and 150 franchise units throughout the United States.

Total responsibility for both company and franchise store operations involving 12 regions/204 stores/\$135 million in annual sales for the Eastern Division. Key member of the management team responsible for restructuring store operations in the areas of customer service, field compensation and sales management.

- Posted the Company’s highest customer service ratings and same store sales performance for 1995. Positively impacted sales via creative sales contests, competitive pricing, local stocking programs and by sharing of best practices.
- Significantly improved the division’s profitability by developing early warning reports designed to detect potential inventory shrinkage, unauthorized price violations and excessive store associate overtime/subsidy.
- Improved store level awareness of customer service by establishing a customer’s bill of rights, providing formal feedback from mystery shops and by recognizing and rewarding superior customer service efforts.

KEY ATTRIBUTES Please provide examples of your success in these areas.

SPECIFIC TO YOUR INDUSTRY

What differentiates your expertise & impact?

COMMUNICATION

SPOKEN: What has been your experience in giving explanations or instructions to another person? Feel free to talk about your experiences in management, training, or coaching others.

Give a specific example that illustrates your ability to influence another person verbally. Feel free to use an example that involves changing an attitude, selling a product/idea or being persuasive.

WRITTEN: Please describe an example of your ability to correspond with all levels of an organization to relay essential information (e.g., describe specific reporting, proposals, and the successful outcome of your abilities here).

STRESS TOLERANCE

What **stresses** you?

How do you **resolve stress**?

Give an example of your coping with strict deadlines/time demands.

PROFESSIONAL COMPOSURE AND MATURITY: Sometimes it is necessary to work in unsettled or rapidly changing circumstances. When have you found yourself in this position?

Tell me exactly what you did.

TEAM BUILDING

What **separates you from your peers**?

What would your team or **peers say about you**?

It has been said that one of the best ways to manage people is to teach them how to manage themselves. Tell me about a time when you contributed to a working group's ability to direct itself by building group standards for performance.

Discuss your greatest success in building team spirit. What specific results were accomplished by the team?

In a supervisory or group leader role, **have you ever had to discipline or counsel an employee or group member**?

Yes No

If yes, what was the nature of the discipline?

What steps did you take?

How did that make you feel?

How did you prepare yourself?

ENTHUSIASM: Give a specific example of something you did which helped build enthusiasm in others.

LEADERSHIP

How would someone else describe your **work or management style**?

Being able to change another person's behavior is both a skill and a responsibility. Tell about a time when you were successful in this area – what kind of payoff accrued to yourself, the other person, the organization?

DECISION MAKING/PROBLEM SOLVING: Solving problems requires more than good plans; it means taking action. Give an example of a time when you were able to take meaningful action in solving a practical problem.

ASSERTIVENESS: Sometimes it is important to disagree with others, particularly your boss or team members, in order to keep a mistake from being made. Tell me about a time when you were willing to disagree with another person.

DEALING WITH DIFFICULT PEOPLE: At times, we are all required to deal with difficult people. An even more demanding factor is to be of service to a difficult person. When have you been successful with this type of situation at work?

RESULTS/GOAL ORIENTATION: Getting the job done may necessitate unusual persistence or dedication to results, especially when faced with obstacles or distractions. Tell about a specific time you were very persistent in order to reach goals.

CONFIDENCE: Describe a time when you were under pressure to make an immediate decision. Did you take action immediately or were you more deliberate and slow?

It is sometimes very difficult to perceive the needs, values or opinions in others. Tell me about a time when you were able to think like another person in order to discover his or her unique perspective.

ORGANIZATIONAL SKILL: Give an example of a time in which you were effective in doing away with the “constant emergencies” and “surprises” in your work climate. How did your planning help you deal with the unexpected?

REFERENCES: Please provide **professional** references (ideally, six) who we may contact to validate your background/skills and strengthen our presentation of you. **Please note, when checking “yes” in the “permission to contact” boxes below, you are providing permission to contact the individual listed for reference.**

REFERENCE #1 Name: Title:

In what connection did you work with this person?

Company: Address (street, city, state, zip):

Telephone: Work Home Cell

Permission to Contact? **YES*** No, wait for offer **In checking this box, I provide permission for {Company} to contact this individual for reference at the time this document is electronically transmitted.*

Email address (if permitted to contact in this manner)

REFERENCE #2 Name: Title:

In what connection did you work with this person?

Company: Address (street, city, state, zip):

Telephone: Work Home Cell

Permission to Contact? **YES*** No, wait for offer **In checking this box, I provide permission for {Company} to contact this individual for reference at the time this document is electronically transmitted.*

Email address (if permitted to contact in this manner)

REFERENCE #3 Name: Title:

In what connection did you work with this person?

Company: Address (street, city, state, zip):

Telephone: Work Home Cell

Permission to Contact? **YES*** No, wait for offer **In checking this box, I provide permission for {Company} to contact this individual for reference at the time this document is electronically transmitted.*

Email address (if permitted to contact in this manner)

REFERENCE #4 Name: Title:

In what connection did you work with this person?

Company: Address (street, city, state, zip):

Telephone: Work Home Cell

Permission to Contact? **YES*** No, wait for offer **In checking this box, I provide permission for {Company} to contact this individual for reference at the time this document is electronically transmitted.*

Email address (if permitted to contact in this manner)

REFERENCE #5 Name: Title:

In what connection did you work with this person?

Company: Address (street, city, state, zip):

Telephone: Work Home Cell

Permission to Contact? **YES*** No, wait for offer **In checking this box, I provide permission for {Company} to contact this individual for reference at the time this document is electronically transmitted.*

Email address (if permitted to contact in this manner)

REFERENCE #6 Name: Title:

In what connection did you work with this person?

Company: Address (street, city, state, zip):

Telephone: Work Home Cell

Permission to Contact? **YES*** No, wait for offer **In checking this box, I provide permission for {Company} to contact this individual for reference at the time this document is electronically transmitted.*

Email address (if permitted to contact in this manner)



Your Name

Academic Profile

[Cover Page]

*Immediately after this cover page
May insert transcripts from Universities, Colleges,
or
Training Certificates*



Your Name

Performance Accomplishments

[Cover Page]

*Immediately after this cover page
May include list of successes and awards*



Your Name

Insight into the Candidate

[Cover Page]

*This page insert can include any personality profiles
or
Performance Reviews*



Your Name

Letters of Recommendation

[Cover Page]

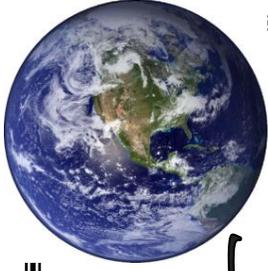
Place letters of recommendation behind this cover page then create quotes from each letter.

[Examples:]

**"Throughout the course of the 10+ years I have known [candidate], he has been a stellar performer."
*Samuel Smith, ABC Company***

**"[Candidate] will devote himself to the highest-level of commitment as he does in his daily work life. Understanding [Candidate's] character, he would treat the opportunity for a role within your company with passion resulting with a marked increase in your sales margin within the first three months."
*Sheldon Hammer, ABC Company***

**"By first building stronger relationships at the corporate level through devising creative marketing programs and promotions...[Candidate's] work led to...market share increases."
*Indiana Jones, Partner in Alliance***



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