The New Hampshire Workforce Readiness Toolkit©

Recipient of the 2009 SHRM Pinnacle Award

Developed by the New Hampshire Workforce Readiness Team

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INTRODUCTION

The purpose of the New Hampshire Workforce Readiness Toolkit is to provide job seekers, counselors and employers with a robust directory of information resources that will help guide and benefit them in the area of career advancement. These pages provide tips, publications and links to a variety of websites that offer not only helpful techniques, but a variety of important sources for job postings as well.

What is Workforce Readiness?
Workforce Readiness includes the preparation of a qualified workforce through the public schools, vocational and technical colleges, adult education opportunities, remedial employee training, mentoring, job shadowing and continuing professional development. Such efforts mandate collaboration between business/industry, local, state and national government, educators and the local community.

Our Thanks
Our team consists of dedicated New Hampshire professionals that come from the Human Resources community. We shared a vision to create this Workforce Readiness Toolkit and owe thanks to our managers for supporting this effort and allowing us to volunteer our time to complete such a powerful tool.

The Goal of the NH Workforce Readiness Team
Our goal is to provide resources to students (Grades K – 16), Senior citizens, displaced workers, the disabled and the diverse in the form of:

- NH Workforce Readiness Toolkit
- Mentoring
- Guest Speakers
- Mock Interviewing
- Resume Tips

We hope that you find this resource guide helpful.

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Job Search 101

The following resources offer information to prospective employees as well as employers regarding two critical topics of interest:

A. What would an individual like to do?
B. Negotiating to close the deal

Information helpful to prospective Employees:

A. Helpful resources on the subject of “What would you like to do?’ include:

- http://associationdatabase.com/aws/NCDA/pt/sp/resources
  National Career Development Association career planning links

- http://careerplanning.about.com/od/careertests/Free_Self_Assessment_Tools_Online.htm
  About.com’s Career Planning section

- http://resources.monster.com/tools/quizzes/perfectcareer/
  Monster.com Career Advice section

  Washington State’s Community and Technical College Resource

- “The Pathfinder: How to Choose or Change Your Career for a Lifetime of Satisfaction and Success”
  by Nicholas Lore

- “Career Match: Connecting Who You Are with What You’ll Love to Do”
  by Shoya Zichy

B. Helpful resources on the subject of “Negotiating to close the deal” include:

- http://www.iseek.org/jobs/negotiation.html
  Minnesota’s Internet System for Education and Employment Knowledge

  Salary.com article on salary negotiation
Job Search 101

“Perfect Phrases for Negotiating Salary and Job Offers: Hundreds of Ready-to-Use Phrases to Help You Get the Best Possible Salary, Perks or Promotion”
by Matthew DeLuca

“Secrets of Power Salary Negotiating: Inside Secrets from a Master Negotiator”
by Roger Dawson

Information helpful to Employers:

A. Helpful resources on the subject of “What would you like to do?” include:

http://www.onetcenter.org/questionnaires.html
Occupational Information Network Resource Center

http://www.businessweek.com/careers/content/aug2006/ca20060810_662254.htm
BusinessWeek article on best hiring practices

Salary.com article on salary negotiation

“Best Practices: Hiring People: Recruit and Keep the Brightest Stars”
by Kathy Swiff

B. Helpful resources on the subject of “Negotiating to close the deal” include:

AllBusiness.com article “How to Attract Top Talent Without Top Dollars”

Additional Resources:
http://www.ncda.org/
National Career Development Association

http://www.nh.gov/nhes/
New Hampshire Employment Security

http://www.nh.gov/nhes/elmi/
New Hampshire Economic and Labor Market Information Bureau

http://www.careeronestop.org/
Sponsored by U.S. Department of Labor
Email Etiquette

Etiquette is defined as a code that governs the expectations of social behavior, according to the contemporary conventional norm within a society, social class, or group (Wikipedia.com). According to a study by the UCLA Center for Communication Policy, over 85% of all Internet users use email. It is no surprise, therefore, that a form of email etiquette has now evolved. There’s probably no time more important to follow the code of email etiquette than when searching for a job.

Information helpful to prospective Employees:

http://www.lauriemitchellcompany.com/email_etiquette.htm
Most job applicants are well intentioned and aim to please an overworked human resources professional or headhunter. However, they rarely look at the process from the other side, and therefore, inadvertently commit goofs that disadvantage them in the selection process. Here are a few helpful hints that will maximize your chances of breaking through the resume email clutter.

http://www.jdcotter.com/etiquette.htm
Email is an important part of your job search. You can distinguish yourself from the "e-illiterate" by paying careful attention to your electronic communications.

http://careerplanning.about.com/od/communication/a/email_etiquette.htm
About.com has numerous helpful articles and links to career-related topics. This article by Dawn Rosenberg McKay for the Career Planning guide on About.com, is excellent.

http://owl.english.purdue.edu/owl/resource/636/01/
There are a few important points to remember when composing email, particularly when the email’s recipient is a superior and/or someone who does not know you.

http://www.resume-resource.com/article11.html
From Peter Newfield (A.K.A. the Resume Expert), President of the resume writing service Career Resumes, a brief article on proper etiquette on the Internet.

http://www.career.vt.edu/JobSearchGuide/Email.html
Email guidelines and etiquette in your job search: what's okay to send to employers via email.
Email Etiquette

Additional Resources:

http://www.emailreplies.com
This site explains how to send effective email replies. It discusses why email etiquette is necessary, lists email etiquette rules, and explains how to enforce these rules by creating a company email policy.

http://www.iwillfollow.com/email.htm
This document is intended to offer guidance to users of electronic mail (email) systems. This is not a "how-to" document, but rather a document that offers advice to make you more computer-worthy (probably more worthy than you desire) and to prevent you from embarrassing yourself at some point in the near future!

Don’t you wish that every person who received a new email account had to agree to follow certain rules to use it? There are certain professional standards expected for email use. Here are some things to keep in mind regarding professional email conduct.

http://www.emailaddresses.com/guide_etiquette.htm
While everyone has their own unique writing style and distinctive quirks, there are some simple rules of email etiquette you can follow in order to make sure your emails will be warmly and productively received.

by M. Kay duPont; from Crisp Publications

“Effective Communication Skills: Essential Skills for Success in Work and Life”
by Marsha Ludden; from JIST Works
How to Write a Cover Letter

The purpose of a cover letter is to supplement your résumé by providing information in narrative form. What you choose to include should be the skills, knowledge, and experiences that will best demonstrate how well you will satisfy the organization’s needs. Your goal is to write a letter that is half to a full page in length (never more than one page) and that clearly articulates what you bring to the organization that will help them be more successful.

**Heading**: Use the same heading as in your résumé; that consistency in format looks both tasteful and professional. Including an email address implies you are computer savvy. Provide only one phone number – the one where they are most likely to reach you during business hours.

**Date**: Write it out (for example, August 6, 2008); don’t use abbreviations.

**Organization’s Address**: Use the recipient’s full name, title, department, company name, and address. Each of these gets its own line. Unless you are replying to a want ad that tells you to whom you should send your letter, take the time to find the name of the actual person to contact, and direct the letter to him/her.

**Salutation**: Address the contact person formally. Use Mr. or Ms. unless you know it’s a woman who would prefer Mrs. or a person with a title such as Dr. When you don’t know the name of the individual, use “To whom it may concern.” When replying to a want ad that says reply to HR or the search committee, you can also use “Dear Human Resources” or “Dear Search Committee.”

**Carrot Opening**: By starting your letter off with something different from the usual cover letter, you have a better chance of being read. Some effective carrots include:

- Flattery – “Your organization is undertaking some very exciting changes that I would like to be a part of.”
- Question – “Do you believe that all people bring a positive, can-do attitude to work every day?”
- Personal mission – “My goal is to help young people with special needs enjoy life as much as possible.”
- Marketing – “When I say I will accomplish something, it is done on time and it is done right.”

**Body**

**Closing paragraph**

**Sincerely,**

**Your Name**
How to Write a Cover Letter

**Body:** The body of the letter should give brief examples of how and how well you will meet their needs. Examples of your past accomplishments are the best way to convince them you have the skills, knowledge, or experience you claim to have. Customize each cover letter to the specific employer you are contacting.

Generic cover letters are *not* effective. Tailor your cover letter as much as possible to each job opportunity. Demonstrate you’ve done your research and have some knowledge of the organization and their industry. Steer clear of talking about your own needs and what they can do for you.

**Closing Paragraph:** Wrap up the letter by telling them what you will do next. For example, “I will contact you within the next week to discuss my qualifications with you.” And then do it!

**Sincerely:** This is the most commonly used closing.

**Your Name:** Leave enough space for your signature. Usually 3-5 lines will do. But remember to also type your name below, at the very end of the letter.

**Other Considerations:**
- Although a computer’s spell check is a wonderful tool, it can’t tell if you have used the wrong word. Have someone else proofread your letter.
- It can be tempting to use a really small font in order to squeeze more onto the page, but don’t do it. If you want your letter to be read, keep the font size readable.
- Accommodate the size of your letter by adjusting the margins. No less than .75 and no more than 1.5 inches.

**Resources:** A good resource for business letter formatting is the University of Wisconsin’s web site: [http://writing.wisc.edu/Handbook/CovLetter_content.html](http://writing.wisc.edu/Handbook/CovLetter_content.html)
How to Write a Resume

Every résumé is a one-of-a-kind marketing tool which should stimulate an employer’s interest in learning more about you. It’s an advertisement that should present you in the best light and convince a potential employer that you have what it takes to be successful in their organization.

The most effective résumé is one that approaches a job search from the employer’s point of view. In order to understand that perspective, imagine that you are a consumer who seeks to purchase a new MP3 player.

First off, you think about the qualities you want from your player:

- Perhaps your decision is based on what you liked about one you use to own
- Or maybe this will be your first MP3 player and your decision is based on what you expect a player can do (though your expectations may be a bit unrealistic)

Whatever the process, you end up deciding you want an MP3 player that, ideally:

- Holds at least 2,000 songs
- Comes in a silver finish
- Will fit easily into the pocket of your pants

Your next step would be to go to a catalog or a store or online source to look for the player that has the qualities you have identified. Imagine you quickly come across an ad which states a store has an MP3 player on sale with the following qualities:

- Stores 2,000 songs
- Comes in a wide variety of colors that you like including grey, but not silver
- The size is an adequate 3 inches by 5 inches

Sounds pretty close to what you’re looking for, doesn’t it? You might be tempted to stop searching and purchase it immediately. But just to be sure, you continue shopping and soon find an MP3 player that is described this way:

- Will hold 2,500 songs
- Also stores several hours of video
- Comes in silver, black, red, green, purple, white, orange, and pink
- Measures 2.5 inches by 4.5 inches (even smaller than the previous one!)

NOW which MP3 player would you buy?

See how the specific information – which matches (or exceeds) what you were looking for – is actually the clearer choice?

That’s exactly what you want your résumé to be to the person reviewing it: the one that is the clear and obvious match for the job you’re seeking.

Hiring a new employee is a very similar process. First, the organization decides what skills, experience and personal qualities it is looking for in the prospective employee, then they post the job description and evaluate applicants to find those that most closely match what the job requires.
How to Write a Resume

Writing your résumé needs to follow a similar process:

1. Identify all of your skills, experience, vocational knowledge and relevant personal qualities.

2. Do your research to learn all that you can about:
   - the career
   - the specific job you want
   - the organization

3. Identify the overlaps. What qualities they want that you have?

4. Find a way to convince the reader that you have the specific skills, knowledge and experience that the job requires.

Remember that the purpose of a résumé is to win an interview. Use concise, powerful statements that will leave employers wanting to hear more!
Interviewing

An interview is typically a formal, in-person meeting that is arranged for the assessment of the qualifications and characteristics each applicant has to offer. The following sources offer a variety of helpful information regarding this important step.

Information helpful to prospective Employees:

A terrific tool for interview preparation which prompts you to inventory your skills, strengths, weaknesses, values, achievements, motivators, definition of success, goals, and more!

How to be prepared for a telephone interview

http://www.nh.gov/nhes/documents/jobinterview-721c-doug-3-29-06.pdf
Job interview brochure and tips from New Hampshire Employment Security

http://www.howtointerview.com/
Tips on interviewing and other helpful job searching/career development advice

http://www.quintcareers.com/interview_question_database/
Database of 150 job interview questions and answers

Information helpful to Employers:

http://humanresources.about.com/od/interviewing/Interviewing_Tips_and_Interviewing_Techniques.htm
Interviewing tips, techniques and how to conduct interviews

http://www.quintcareers.com/interview_question_database/
Database of 150 job interview questions (traditional and behavioral)

http://www.managementhelp.org/commskls/intrvews/intrvews.htm
Various links on interviewing topics

http://humanresources.about.com/od/interviewing/a/one-stop.htm
Job Interview Tips – How to Interview Potential Employees
Interviewing

Additional Resources:

http://www.job-interview.net/interviewlib.htm
Listing of helpful publications

http://shrmstore.shrm.org/
Society for Human Resource Management – HR Bookstore

http://www.managementhelp.org/
A complete integrated online library for nonprofits and for-profits

“96 Great Questions Before You Hire”
by Paul Falcone

“The Ultimate Job Search Guide – Knock ‘em Dead 2010”
by Martin Yate C.P.C.


“Me 2.0: Build a Powerful Brand to Achieve Career Success”
by Dan Schawbel

by Alexandra Levit
Questions You Can’t Be Asked on the Interview

The Equal Employment Opportunity Commission issued its *Pre-Employment Inquiry Guidelines* in 1981 and its *Enforcement Guidance: Pre-Employment Disability-Related Questions and Medical Examinations* in 1995. These address the issue of interview questions which, if used in making a selection decision, have a discriminatory effect by screening out minority applicants, female candidates, and older applicants and individuals with a disability, etc., for the particular job in question.

1. **Race** – There are no job-related considerations that would justify asking an applicant a question based on race.

2. **Religion** – There are no job-related considerations that would justify asking about religious convictions, unless your organization is a religious institution, which may give preference to individuals of their own religion.

3. **Gender** – Generally, there are no appropriate questions based on the applicant's gender during the interview process. Specifically:

   (a) Women are no longer protected under state wage/hour laws re: number of hours worked, lifting restrictions, etc.

   (b) It is unlawful to deny a female applicant employment because she is pregnant, or planning to have a child at some future date.

   (c) Questions on marital status, number of children, child care arrangements, etc. are not appropriate.

   (d) Questions as to availability to work should be job-related: What hours can you work? What shift(s) can you work? Can you work on weekends and/or holidays?

4. **Sexual Preference** – Under certain state and municipal laws, there are no permissible questions regarding an applicant's sexual preferences.

5. **Height and/or Weight Restrictions** – These questions may support gender or national origin discrimination claims unless their relationship to specific job requirements can be demonstrated.

6. **Age** – Under the EEOC’s Age Discrimination Interpretive Rules issued in 1981, as amended, a request for date of birth on the employment application is permissible, with an appropriate disclaimer shown. In practice, this is not asked on applications. Any recruiting effort that is age-biased such as "recent graduate", or any question during the interview process that deters employment because of age is unlawful. The Age Discrimination Act of 1967 bars discrimination against persons age 40 or over.
Questions You Can’t Be Asked on the Interview

7. Arrest & Conviction Records – Questions relating to an applicant's arrest record are improper, while questions of an applicant’s conviction record may be asked, if job related. The Equal Employment Opportunity Commission and many states prohibit use of arrest records for employment decisions because they are inherently biased against applicants in protected classes. The EEOC has issued a Revised Policy Statement covering the use of conviction records by employers in making employment decisions:

(a) The employer must establish a business necessity for use of an applicant's conviction record in its employment decision. In establishing business necessity, the employer must consider three factors to justify use of a conviction record:
   (1) Nature and gravity of the offense for which convicted;
   (2) Amount of time that has elapsed since the applicant's conviction and or completion of sentence; and
   (3) The nature of the job in question as it relates to the nature of the offense committed.

(b) The EEOC’s Revised Policy Statement eliminated the existing requirement that employers consider the applicant's prior employment history along with rehabilitation efforts, if any. The Revised Policy Statement requires that the employer consider job-relatedness of the conviction, plus the lapse of time between the conviction and current job selection process.

8. National Origin – You may not ask an applicant where he/she was born, or where his/her parents were born. You may ask if the applicant is eligible to work in the United States.

9. Financial Status – An interviewer should not ask if the applicant owns or rents a home or car, or if wages have been previously garnished, unless financial considerations for the job in question exist. Any employer who relies on consumer credit reports in its employment process must comply with the Fair Credit Reporting Act of 1970 and the Consumer Credit Reporting Reform Act of 1996.

10. Military Record – You may not ask what type of discharge the applicant received from military service. You may ask whether or not the applicant served in the military, period of service, rank at time of discharge, and type of training and work experience received while in the service.

11. Disability – You may not ask whether or not the applicant has a particular disability. You may only ask whether or not the applicant can perform the duties of the job in question.
Questions You Can’t Be Asked on the Interview

Although federal EEO laws do not specifically prohibit any pre-employment questions, the EEOC does look with “extreme disfavor” on questions about age, color, disability, national origin, race, religion, gender or veteran status. Many state fair employment laws do expressly forbid certain types of questions. Following is a representative list of unacceptable and acceptable questions. It is NOT all-inclusive. At the end of the section, there is a bibliography of additional resources to which you may refer for additional information.

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>UNACCEPTABLE</th>
<th>ACCEPTABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability; Attendance</td>
<td>Number of children?</td>
<td>What hours and days can you work?</td>
</tr>
<tr>
<td></td>
<td>Who is going to baby-sit?</td>
<td>Are there specific times that you cannot work?</td>
</tr>
<tr>
<td></td>
<td>What religion are you?</td>
<td>Do you have responsibilities other than work that will interfere with specific job requirements such as traveling?</td>
</tr>
<tr>
<td></td>
<td>Do you have pre-school age children at home?</td>
<td></td>
</tr>
<tr>
<td>Citizenship; National</td>
<td>What is your national origin?</td>
<td>Are you legally eligible for Employment in the United States?</td>
</tr>
<tr>
<td>Origin</td>
<td>Where are your parents from?</td>
<td>Same as above</td>
</tr>
<tr>
<td></td>
<td>What is your maiden name?</td>
<td>Have you ever worked under a different name?</td>
</tr>
<tr>
<td>Reference Checking</td>
<td>What is your father’s surname?</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td>What are the names of your relatives?</td>
<td>None</td>
</tr>
<tr>
<td>Arrest and Conviction</td>
<td>Have you ever been arrested?</td>
<td>Have you ever been convicted of a crime? If so, when, where and what was the disposition of the case?</td>
</tr>
<tr>
<td>Disabilities</td>
<td>Do you have any job disabilities?</td>
<td>Can you perform the duties of the job you are applying for?</td>
</tr>
<tr>
<td>Emergency</td>
<td>What is the name and address of the relative to be notified in case of an emergency?</td>
<td>What is the name and address of the person to be notified in case of an emergency? (Request only after the Individual has been employed.)</td>
</tr>
<tr>
<td>Gender</td>
<td>Do you wish to be addressed as Mr.?, Mrs.?, Miss?, or Ms.?</td>
<td>None</td>
</tr>
<tr>
<td>TOPIC</td>
<td>UNACCEPTABLE</td>
<td>ACCEPTABLE</td>
</tr>
<tr>
<td>-------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Credit Record</td>
<td>Do you own your own home? Have your wages ever been garnished? Have you ever declared bankruptcy?</td>
<td>Credit references may be used if in compliance with the Fair Credit Reporting Act of 1970 and the Consumer Credit Reporting Reform Act Of 1996.</td>
</tr>
<tr>
<td>Military Record</td>
<td>What type of discharge did you receive?</td>
<td>What type of education, training, Work experience did you receive while in the military?</td>
</tr>
<tr>
<td>Language</td>
<td>What is your native language? Inquiry into use of how applicant acquired ability to read, write or speak a foreign language.</td>
<td>Inquiry into languages applicant speaks and writes fluently. (If the job requires additional languages)</td>
</tr>
<tr>
<td>Organizations</td>
<td>List all clubs, societies and lodges to which you belong.</td>
<td>Inquiry into applicant's membership in organizations which the applicant considers relevant to his or her ability to perform job. Are you a union member?</td>
</tr>
<tr>
<td>Race or Color</td>
<td>Complexion or color of skin?</td>
<td>None</td>
</tr>
<tr>
<td>Worker's</td>
<td>Have you ever filed for worker's compensation?</td>
<td>None</td>
</tr>
<tr>
<td>Compensation</td>
<td>Have you had any prior work injuries?</td>
<td>None</td>
</tr>
<tr>
<td>Religion or</td>
<td>Inquiry into applicant's religious denomination, religious affiliations, church, parish, pastor or religious holidays.</td>
<td>None</td>
</tr>
<tr>
<td>Creed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Addresses</td>
<td>What was your previous address? How long did you reside there? How long have you lived at your current address? Do you own your own home?</td>
<td>None</td>
</tr>
<tr>
<td>Education</td>
<td>When did you graduate from high school or College?</td>
<td>Do you have a high school diploma or equivalent? Do you have a university or college degree?</td>
</tr>
<tr>
<td>Personal</td>
<td>What color are your eyes, hair? What is your weight?</td>
<td>Only permissible if there is a bona fide occupational qualification.</td>
</tr>
</tbody>
</table>
Benefits – What to Expect

Employee benefits are various non-wage compensations provided in addition to regular wages or salary.

Some benefits are required by state and/or federal law, such as unemployment insurance, workers’ compensation insurance, family medical leave law, etc. However, most non-wage benefits are offered voluntarily by employers. Depending on the size of the organization, in general non-wage benefits include: time-off (vacation, sick time, personal days, holidays), insurance benefits (medical, dental, life, disability), retirement benefits (different kinds of retirement savings plans, pension plans), and many others. On average, the value of benefits offered by employers in addition to wages and salaries is about the value of 1/3 of the employee’s wages or salary.

Employee Information:

http://www.articlealley.com/article_22855_36.html
What benefits can I expect from a new job?

Is a statewide, all-industry survey that gathered data about employee benefits offered by businesses with New Hampshire workers. The results are reported for respondents overall, and are broken out by size of firms, geography (county), and industry. The results allow employers the opportunity to compare their benefit package with those of other comparable firms. In addition, New Hampshire workers and job seekers can use the results to identify the types of benefits offered by employers in the state.

http://www.bestplaces.net/col/
Cost of living calculator – compares two places

http://swz.salary.com/mybenefits/layoutscripts/mbfl_start.asp
Helps to calculate value of benefits

Employer Information:

http://www.managementhelp.org/pay_ben/benefits/benefits.htm

http://www.dol.gov/ebsa/
Benefits – What to Expect

Employer Information continued:

Is a statewide, all-industry survey that gathered data about employee benefits offered by businesses with New Hampshire workers. The results are reported for respondents overall, and are broken out by size of firms, geography (county), and industry. The results allow employers the opportunity to compare their benefit package with those of other comparable firms. In addition, New Hampshire workers and job seekers can use the results to identify the types of benefits offered by employers in the state.

http://www.bestplaces.net/col/
Cost of living calculator – compares two places

www.shrm.org

http://employeebenefits.about.com/
Career Transition

Career transition is best defined as a change in employment status that can be in or out of your control. You have ultimately lost your job by resigning, being terminated or being laid off because of mergers and acquisitions or a downturn in the economy.

Information helpful to prospective Employees:

http://opm.gov/ctap
U.S. Office of Personnel Management

Employee’s guide to career transition

http://cbtransitions.com
Outplacement services from CareerBuilder.com

http://hotjobs.yahoo.com/careerchange

www.education.odu.edu/mctp
Military career transition

http://www.careerlab.com/art_11steps.htm
Article entitled “The 11 Steps in Career Transition” by William Frank

www.state.gov/m/fsi/tc/c6958.htm
US Dept. of State Career Transition Center

http://www.nh.gov/nhes/elmi/nhcrn/careerplan.htm
New Hampshire Economic and Labor Market Information Bureau “Get to Know Yourself” assessment tool

Information helpful to Employers:

http://cbtransitions.com
Outplacement services from CareerBuilder.com

www.2chambers.com
State by State listing of Chambers of Commerce
Career Transition

Additional Resources:

www.nhworks.org

NH Works - This is an information resource for both job seekers and employers. Lists current job openings, New Hampshire economic and labor statistics, market information, education and training programs, employment laws, etc.

“The Ultimate Job Search Guide – Knock ‘em Dead 2010”
by Martin Yate. C.P.C.

“What Color is Your Parachute/Workbook 2008”
by Richard Nelson Bolles

“Career Anchors, Self-Assessment and Participant Workbook“
by Edgar H. Schein

“Career Warfare: 10 Rules for Building a Successful Personal Brand on the Business Battlefield”
by David D’Alessandro

“What Got You Here, Won’t Get You There: How Successful People Become Even More Successful”
by Marshall Goldsmith and Mark Reiter
Employer Expectations

Employers can and do expect many things. They expect you to be on time for your interviews and on time for work. The common business casual policy has not left open the door for an “anything goes” mentality. Professionalism, promptness and respect for your fellow workers and management are a must.

Don’t be afraid to ask for flexible scheduling or telecommuting, however, as these options are increasingly available in an effort to provide a more flexible and productive workforce in an attempt to achieve a work-life balance. Many resources exist to prepare you for your next step; below are a listing of just some of them.

Information helpful to prospective Employees:

Many colleges and universities provide a career page that has useful tools and tips and are available at the click of a mouse. Other resources include:

http://www.career.ucsb.edu/students/job_search/business_etiquette.html
This is a helpful overview of employer expectations from the University of California at Santa Barbara, with useful information presented in a clear and concise format.

http://www.sutteronestop.com/HotCareers.htm
Geared towards the entry level worker, this site provides a great overview of expectations from the first day through the first year and what to expect. It also provides a wide and diverse menu of other tools available; from cover letter examples to thank you notes and keys to success.

The sites listed above present a clear idea of what the employer is typically expecting. Of course you first have to secure and get through the initial interview! Pay attention to the details in preparing for this step; get to know as much about the company/organization before your interview. Network ahead of time and remember that you’re interviewing them the same as they’re interviewing you.

Once on the job, be prompt, be available and show a desire to learn more and gain more responsibility. Ask questions and don’t be afraid to take risks.
Disabilities

Congress passed the landmark Americans with Disabilities Act (ADA) in 1990 (effective 1992), representing a significant expansion of civil rights laws prohibiting discrimination against individuals with physical or mental disabilities. The ADA addressed situations involving employment as well as access to programs, places of public accommodation and public facilities. The ADA’s employment provisions outlined protections for disabled applicants and employees.

In the years since it was adopted, the U.S. Equal Employment Opportunity Commission (EEOC) promulgated regulations to help employers understand and comply with both basic and complex issues under the ADA. Courts over the last 17 years have also interpreted Congress’ intent and the proper application of the provisions of the ADA. In doing so they have also provided words of caution and reassurance to employers. In recent years there had been some movement in Congress to expand the provisions of the ADA. Most of these bills focused on expanding the protections available to applicants and employees. In September 2008 Congress passed The Americans with Disabilities Act (“ADA”) with important new changes to the ADA that took effect January 1, 2009 (http://www.ada.gov/, http://www.ada.gov/pcatoolkit/toolkitmain.htm).

These were the most significant changes to the ADA since its original passage and therefore these new provisions merit careful review. In a nutshell, these new provisions include:

• **Employers can no longer consider measures that reduce or mitigate the impact of impairment**—such as medication, prosthetics and assistive technology—in determining whether an individual has a disability under the law.

This is a significant departure from U.S. Supreme Court rulings in the late 1990’s where the Court held that if an individual could take prescribed medications or use corrective devices (e.g. eye glasses or contact lenses), and the medication or corrective devices mitigated or significantly reduced the level of the individuals’ impairment, that person may not claim to be disabled and seek protection under the ADA. Those decisions made sense when the medications didn’t cause other problems (e.g. harmful side effects) for the individuals involved. While glasses and contact lenses were noted as exceptions to these new provisions, this course change will now require employers to treat employees as impaired (even though they use mitigating medications or use corrective devices) and discuss reasonable accommodations that help them perform their job as required.

• **The ADA now covers applicants or employees who claim the employer discriminated against him/her based on the perception that he/she is disabled**, regardless of whether the worker has an actual disability within the meaning of the law.
Disabilities

This has been a hot button issue under the ADA for years. The question of whether a person is “perceived as” or “regarded as” being disabled (treated differently based on the perception by the employer that the person is disabled) has been the subject of guidance from the U.S. Equal Employment Opportunity Commission (EEOC) and the basis for many claims under the ADA. Courts also have interpreted this protection differently over the years. With this change in the law, regardless of whether a person has an actual disability, claims harm based on a perception of disability by his/her employer, those discrimination claims under the ADA can proceed.

With regard to “perceived as” or “regarded as” disabled claims, there are a few positive developments with this law. The first is that “perceived as” claims cannot be based on transitory or minor impairments where the condition is expected to last less than six (6) months. The other development is a clarification that employers are not required to offer or grant reasonable accommodations to employees with those claims. That was a welcomed clarification for employers because courts have been split on this issue.

- The definition of disabilities is now broader to protect a wider range of individuals.

This means that the definition of disability will now be broader and construed as inclusive as possible. One example provided in amendments to the ADA is that an impairment which is episodic or in remission would be considered a disability if it would substantially limit the employee in a major life activity when the impairment is active. The scope of these changes is not yet known as the law directs EEOC to now develop regulations that are consistent with these broader definitions of the term “disabled”. Congress provided some direction in that regard. They instructed EEOC to effectively abandon the “substantially limits” standards as to the limitations created by a disability and adopt a less restrictive “significantly restricted” standard. Those new guidelines have not yet (as of 9/30/09) been published.

Employers, since 1992, have made great strides to tear down physical (e.g. correcting physical barriers such as curb cuts, stairs without ramps, narrow doors, inaccessible restrooms etc.) and institutional barriers (e.g. revising job applications/job descriptions and updating handbooks and other policies as well as training managers on how to deal with disabled applicants and workers and their accommodation requests). There is still work to be done, but employers may now have more of a challenge with these new, broader standards.

Perhaps more than any other group of people, individuals with disabilities have the ability to adapt to different situations and circumstances. As employees, they add to the range of viewpoints businesses need to succeed, offering fresh ideas on how to solve problems, accomplish tasks and implement strategies.
Disabilities

Hiring people with disabilities can positively impact a business’s bottom line. Recruiting and retaining workers with disabilities is one strategy to counter the effects of the aging and shrinking workforce. This untapped labor pool can offer a source of skilled employees and can contribute to increasing retention and reducing turnover.

In addition, tax incentives and technical assistance can assist employees with accommodations, which in many cases can be relatively easy and inexpensive to implement. To gain these benefits and others, employers may want to take steps to attract and retain employees with disabilities, such as:

- Not screening out qualified candidates with disabilities for job openings;
- Consider working with local disability councils and vocational groups who help provide employment training, opportunities and assistant for disabled individuals;
- Engaging in meaningful dialogues and discussions with employees with disabilities who need reasonable accommodations in order to perform the essential functions of their jobs;
- Establishing a system for educating all workers about the value people with disabilities bring to an organization;
- Consult with local and national resources established to help employers with accommodation options and solutions;
- Incorporating a disability awareness element into any diversity training program;
- Ensuring that internal professional development programs are available and accessible to people with disabilities;
- Providing employees with disabilities with candid and prompt feedback on their performance in the same manner as provided for individuals without disabilities;
- Making certain that training and other off-site activities are accessible to employees with disabilities; and
- Taking advantage of tax credits and education resources to provide accommodations for both new employees with disabilities and employees returning to work following an illness or injury.

For more information, please visit: [http://www.dol.gov/odep/pubs/fact/diverse.htm](http://www.dol.gov/odep/pubs/fact/diverse.htm)

*(We would like to thank Jim Reidy, Esq. of Sheehan, Phinney, Bass & Green for updating this section for us.)*

Information helpful to prospective Employees:

[http://askjan.org/indiv/index.htm](http://askjan.org/indiv/index.htm)

The “Job Accommodation Network” is an excellent resource for people with disabilities regarding employment – an A-Z guide with suggestions of reasonable accommodations

[www.bu.edu/cpr/reasaccom/index.html](http://www.bu.edu/cpr/reasaccom/index.html)

This Boston University site lists reasonable accommodations for people with psychiatric disabilities
Disabilities

http://askjan.org/cgi-win/TypeQuery.exe?902
  Vocational Rehabilitation Agencies listed by state

http://education.nh.gov/career/vocational/index.htm
  New Hampshire Vocational Rehabilitation web site

http://www.socialsecurity.gov/redbook/
  Social Security recipient’s information about going back to work and associated benefits

Information helpful to Employers:

http://www.nh.gov/nhes/empl/index.htm
  New Hampshire Affirmative Action statistics regarding the number of people that work in various occupations according to county

http://askjan.org/empl/index.htm
  “Job Accommodation Network” – employer resources with an A-Z guide and description of disabilities with possible reasonable accommodations

  Work Opportunities Tax Credit employer packet and forms

http://www.bu.edu/cpr/reasaccom/index.html
  “Reasonable Accommodations for People with Psychiatric Disabilities” includes employer suggestions, FAQs, laws and regulations

http://www.eeoc.gov/facts/intellectual_disabilities.html
  “Questions & Answers About Persons with Intellectual Disabilities in the Workplace and the Americans with Disabilities Act”

  “Employer Perspectives on Workers with Disabilities” – a 2006 publication from the Interagency Committee on Disability Research
Disabilities

Additional Resources:
http://askjan.org/cgi-win/TypeQuery.exe?37
  Governor’s Committees on Employment of People with Disabilities

http://www.nh.gov/disability/
  New Hampshire’s “Governor’s Commission on Disability”

http://adaptiveenvironments.org/neada/site/home
  New England ADA Center (1-800-949-4232 Voice/tty)

http://askjan.org/soar/disabilities.html
  Searchable Online Accommodation Resource (SOAR)

http://www.dol.gov/odep/
  US Department of Labor: Office of Disability Employment Policy
Diversity

“The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.”

(University of Oregon)

Information helpful to prospective Employees:

http://www.diversityworking.com/browse/  
Online diversity job board

http://www.diversityjobs.com  
Online diversity job board

Information helpful to Employers:

http://www.diversityworking.com/employerZone/  
Online diversity job board

http://www.diversityjobs.com  
Online diversity job board

http://www.nhcdac.org  
Web site for New Hampshire Cultural Diversity Awareness Council

Additional Resources:

http://www.diversityinc.com/public  
Diversity website and publication; mostly member access but some free access as well

http://shrmstore.shrm.org/  
Society for Human Resource Management – HR Bookstore – click on “Workplace Diversity” topic

English for speakers of other languages (try the following, most are free):

http://www.rcaction.org/index2.htm  
Rockingham County

http://snshome.homestead.com/MultCulturalServicesProgram.html  
Hillsborough County

http://www.dalc-online.org/classes_current/curr_abe.htm  
Dover Adult Education Center, Strafford County
Guest Speakers

A Guest Speaker program can help students in grades K–16, as well as New Hampshire State HR Chapters, School to Careers Initiatives, DECA, Junior Achievement, etc. learn from industry experts in the field about a given topic of interest.

Information helpful to prospective Employees:

http://www.shrm.org
   Under “Communities” tab you can locate contacts for New Hampshire SHRM State Council and Chapter Presidents; SHRM also has a speakers bureau on this website

http://www.score.org
   This organization is comprised of business advisors that volunteer their time in your local zip code

http://google.com
   Search engine and find the type of speaker you seek by entering “Speakers Bureau” in the search subject line

Information helpful to Employers:

http://toastmasters.org
   National organization that will provide you tips and practice for public speaking

http://www.bigspeak.com
   Speakers bureau of motivational, keynote, consultants and trainers

http://www.speakerresource.com
   If you need a speaker on any topic

www.2chambers.com
   State by State listing of Chambers of Commerce

Additional Resources:
Current SHRM NH State Council and Seacoast HR Association Workforce Readiness Committee contacts:

Debra Tuttle (603) 964-9495 Tuttled@hotmail.com
Silvia McCarron, SPHR (603) 997-6429 sm@smhrconsulting.com
John Nyhan (603) 502-5411 john@hrplacementgroup.com
Cheri Nixon (603) 436-8884 x107 cnixon@ed.state.nh.us
Christine Duggan (603) 766-7801 Christine.Duggan@HCAhealthcare.com
Julie Braley, PHR (603) 658-1541 jbraley@riverwoodrc.org
Karen Kervick, CCP, SPHR karenkervick@comcast.net
David Mazur dmazur@ccsnh.edu
Manchester HR Association and NH State Council Workforce Readiness Chair:
Laurie Glaude  (603) 883-3773  lglaude@clarklavey.com

Greater Merrimack Valley HR Association Workforce Readiness contact:
Deborah Burkholder  (978) 258-3784  deb.burkholder@gmail.com

Greater Nashua HR Association Workforce Readiness contact:
Nancy Baughman  (603) 809-4218  nancy@calm-water.com
Brigitte Bowmar  (603) 321-3416  bbowmar@my-turn.org

Greater Concord HR Association Workforce Readiness contact:
Dr. Maria Manus Painchaud, SPHR  (603) 644-3124  m.painchaud@snhu.edu
Internships are typically considered as experiences where a student or recent graduate undergoes supervised practical training. An internship may be a paid or un-paid short term work experience. College credit can also be given for some internship opportunities.

Information helpful to prospective *Employees*:

http://www.usnh.edu/comm/career.shtml
*University System of New Hampshire contact information for students*

*United Way lists many opportunities – search using key words for internships*

http://www.internships-usa.com/
*Large web site listing internship opportunities across the U.S. for college and law students (free access to listings if your school is a subscriber or you can order publications with the listings)*

Information helpful to *Employers*:

http://www.intern2careernh.com/
*Web site helping students find internships and first jobs in New Hampshire after high school and college – unlimited posting opportunity for employers*

http://www.usnh.edu/comm/docs/USNH_Internship%20Broch.pdf
*University System of New Hampshire Internship brochure and contact information*

http://www.answers.com/topic/internships
*The benefits of an internship program and how to set one up*

http://www.dol.gov/elaws/youth.html
*U.S. Department of Labor laws regarding youth employment*

www.labor.state.nh.us/faq.asp
*New Hampshire Department of Labor frequently asked questions – click on school-to-work*

http://www.overtimeadvisor.com/2009/10/articles/minimum-wage/is-that-really-an-intern
*Greenwald Doherty article regarding unpaid internships under FLSA guidelines*
Internships

http://volunteer.truist.com/uwgs/volunteer/
List your internship opportunities with the United Way

http://www.internships-usa.com/
Large web site listing internship opportunities across the U.S. for college and law students – free listing service for employers

Additional Resources

Search any college/university web site in your area for internship opportunities or guidelines for setting up a program.
Job Shadowing

Job shadowing is a work-based learning experience that allows a visitor to follow a host during a typical day (or other period of time) observing and asking questions about a particular career. Job shadowing is a versatile activity, allowing:

- Student career exploration in late middle and early high school
- Educators to experience the dynamics of the workplace
- Employers to return to the contemporary classroom

Information helpful to Students and prospective Employees:

www.ja.org
Junior Achievement web site – world’s largest organization, inspiring young people to succeed in a global economy

www.jobshadow.org
Job Shadow 2009 web site with resources for students, educators, and employers. Downloadable Site Coordinator Guide, Teacher Guide, Student Workbook and Certificate Of Achievement

Information helpful to Employers:

www.americaspromise.org
America’s Promise Alliance comprised of corporations, non-profits, foundations, policymakers and advocacy organizations

http://www.careerservices.txstate.edu/Employers/shadowing.html
Job shadowing information for employers from Texas State University
Mentoring

Mentoring is defined as "a deliberate pairing of a more skilled or more experienced person with a less skilled or less experienced one, with the mutually agreed upon goal of having the less skilled person grow and develop specific competencies."

Information helpful to prospective Employees:

A Mentoree’s Role:

http://www.pyd.org/mm
   Mentor Match Program specifically for youths with disabilities

   What makes a good mentor/mentee: Launching the Big Sister/ Little Sister Mentorship Scheme

   Includes tips for both mentors and mentorees

Information helpful to Employers:

The following sites have some great practical tools for mentoring and planning succession of top talent in your organization:

http://training.byu.edu/documents/SuccessionPlanning.ppt


http://www.winthrop.edu/retention/pdf/mentortoolkit.pdf

Additional Resources:


www.imno.org

http://www.mentoring.org/
Networking

Networking is a supportive system of sharing information and services among individuals and groups having a common interest. For example, one could network to make a contact within a company in which they are seeking a job. One could also develop a network of contacts to grow their company sales.

Information helpful to prospective Employees:

http://career-advice.monster.com/career-networking/home.aspx
Web site contains networking do’s and don’ts, including how to “Build Your Brand”

http://hotjobs.yahoo.com/networking
Web site contains tips on structured and social networking as well as how to find a good boss

http://www.quintcareers.com/networking.html
Web site contains a link to key networking resources and tools on the web

http://jobsearch.about.com/cs/networking/a/networking.htm
Web site includes sample networking letters for students and formal job searchers

http://www.rileyguide.com/nettips.html
Web site includes tips and pointers for networking, even in different countries

http://online.wsj.com/careers
Web site includes industry associations that can be a great place to network

Information helpful to Employers:

www.bni.com
Web site is the largest business networking organization in the world

www.linkedin.com
Web site enables you to set up your own electronic networking database as well as view connections of others and learn about job opportunities

www.businessknowhow.com/tips/networking.htm
Web site includes 10 tips for successful business networking and numerous other resources
Networking

www.inc.com/magazine/20080701/gold-plated-networking-groups.html
Web site contains recent article on networking groups and lists of other valuable business networking sites

www.hoovers.com
Web site includes lists of companies and businesses

www.craigslist.com
Web site contains local classifieds and forums for 500+cities and 50 countries

www.networkforwork.com
Group founded by unemployed professionals in Southern NH

Local Chambers of Commerce

Additional Resources:

“The Ultimate Job Search Guide – Knock ‘em Dead 2010”
by Martin Yate. C.P.C.
Older Workers Re-entering the Work Force

It can be an intimidating challenge for a retiree to decide upon re-entering the work force. For the older worker, there are a wealth of information and services available to assist in such a search. Many companies do, in fact, value experience, wisdom and work ethic, so go for it!

Information helpful to prospective Employees:

www.retirementjobs.com
Web site that lists jobs of certified “non-age discriminatory” companies

www.aarp.org/nh
AARP nationally or by state; this is specific informational web site for New Hampshire’s older workers.

www.seacoastonline.com
Classified listings, specifically for New Hampshire jobs

www.jobsinnh.com
State-specific job board site

www.nhemploymenttimes.com
Paid web job board for New Hampshire businesses

www.nationalable.org
Non-profit community service organization enabling people of every age and skill level to get back to work

www.seniors-site.com
This is another valuable resource for the older worker. It offers job and income suggestions, articles on health, money, travel, news and a lifestyle section.

www.linkedin.com
If you want to connect to other professionals that wish to be connected

www.nh.gov/nhes
New Hampshire Unemployment Security Offices, locations located throughout the state of New Hampshire and offer extensive assistance for displaced and those re-entering the workforce
Older Workers Re-entering the Work Force

www.retiredbrains.com
A wealth of a variety of information for the returning and current “older worker”

www.simplyhired.com

www.monster.com

www.careerbuilder.com

http://hotjobs.yahoo.com

www.indeed.com

www.craigslist.com
Listings by state and professional categories

Information helpful to Employers:

www.retiredbrains.com
This site is tailored made for those seniors re-entering the workforce with access to candidates

http://search.intelius.com
This site offers powerful search of personal web sites, pages and blogs

Innovative Recruitment Tactics:

I. The Soft Approach: invite mature professionals to seminars on engaging topics ranging from career advancement to retirement planning. Afterwards, hold an informal reception.

II. Philanthropy: host an event and it could also be used as an ad-hoc job fair.

III. Online Communities: be proactive by monitoring internet-based communities, bulletin boards, or blogs.

IV. Employee Alumni Organizations: companies can build huge national networks using web sites such as LinkedIn (www.linkedin.com).

V. Professional Groups and Associations: network with professional organizations and groups.
Older Workers Re-entering the Work Force

VI. **Employee Referral Programs:** employee referrals can pay off. Employees often refer mature individuals, since personal networks aren’t based on people’s ages, but rather on their experiences, interests, and skill levels.

VII. **Volunteer Opportunities:** feature good corporate citizens and a perception matched with reality of a premier employer for older workers. Most of the sites listed in the Employee section above are also ideal locations to search for potential applicants in this age group.

**Additional Resources:**

www.workforce50.com

www.seniorserviceamerica.org
  *For the older worker, this site gives you options and advice on where you might apply all those years of service and training to a new career path*

www.seniors4hire.org
  *Great site for employers and employees alike*

http://www.wiserworker.com/

Go to **www.about.com** and type in the search box “Resources for Older Workers” to access various articles on older workers
No Cost/Low Cost Training

Training to enhance your computer knowledge or essential skills in a given area can be the edge that drives a company upward or lands an individual the job. The U.S. Federal government as well as State government offer many ways to obtain the training at no cost or low cost.

Information helpful to Employers

www.NHJobTrainingFund.org
  Provides companies matching grants in an 18-month period to train

www.mass.gov/wtf
  Provides training for business

Information helpful to Employees/Students

www.nh.gov/postsecondary/
  Provide directories of approved programs and the Post-Secondary career schools that are approved for providing training

www.ataccess.org/resources/lowcostnocost/lcncenglish.html
  Guide to Low-Cost/No-Cost Online Tools for People with Disabilities

Additional Resources:

www.google.com
  Perform a search on “Self-Paced Learning” for your area of interest

www.ocwconsortium.org
  Experience college classroom lectures online at no cost

www.hp.com/go/learningcenter
  Free online computer classes

Computer Access When You Don’t Have One

For free computer access check with:

- Your local library
- NH Department of Employment Security offices
While some sectors experience job losses (for example, manufacturing), others have an increased demand for skilled workers (for example, health care, information technology, and green and renewable energy industries).

The following links are helpful in finding information on in-demand occupations and those sectors anticipated to have increased growth in employment, as well as those sectors anticipated to have a decreased demand for workers. Although these sites may be mostly helpful to Employees/Students/Job Seekers, they also contain information Employers will find helpful.

http://www.nh.gov/nhes/elmi/projections.htm#Locator

NH long-term employment projections by industry and occupation are estimated biennially and are available as of May 2010 for 2008-2018.

Total employment in NH is projected to increase by an average of 8.8% adding close to 61,053 jobs per the Long-Term Occupational Projections study.

The job sectors expected to grow at more than twice the average rate are:

Healthcare Support 26.8%
Healthcare Practitioners and Technical 22.9%
Community and Social Services 19.8%
Personal Care and Services 20.5%

Other occupations projected to grow above average:

Computer and Mathematics 15.2%
Life, Physical and Social Science 15.2%
Education, Training, and Library 14.7%


http://www.careeronestop.org  or
http://online.onetcenter.org/
for job / career exploration
Emerging Medical Careers

The health care industry added more than 370,000 jobs in 2008. Demand for healthcare workers is strong in nearly every position, including managerial and administrative jobs.

Information helpful to Employers

http://www.nurseweek.com/news/features/02-02/mentor.asp
New Grad RN Expectations

Information helpful to Employees/Students

www.nenursing.com
New England Nursing – this website and its accompanying magazine publication are a great place to read about New England hospitals and the benefits of working at each, along with contact information.

www.snhahec.org
www.nnhahec.org
Southern- and Northern New Hampshire Area Health Education Center Provides information about all healthcare professions, where to go to school for each profession and the anticipated salary upon graduation.

Southern New Hampshire – Paula Smith, Director, 603.895.1514
Northern New Hampshire – Martha McLeod, Director, 603.837.2519

http://degreedirectory.org/articles/What_are_Some_Emerging_Careers_in_Healthcare.html
Emerging Careers

http://www.mgma.com/earlycareerists/
Medical Group Management Association

Additional Resources:

http://www.nurse.com/
Nursing
http://www.advanceweb.com/
for Nursing, Rehab, Radiology Technicians, etc…publisher of magazines for the top 17 healthcare growth professions
It is of utmost importance to keep track as to which positions and organizations you have applied to, as well as follow up in a timely manner. We hope that you find the following form helpful. For access to an Excel version of this form, click on: [http://www.nhstatecouncil.org/jobtracking](http://www.nhstatecouncil.org/jobtracking)

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<tr>
<th>Job Search Tracking system:</th>
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<tr>
<td>Computerized reply (Y/N)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal contacts review</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y/ email/call</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Five day checkpoint</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contact to confirm receipt/</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reiterate interest points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repeat every five business days</td>
<td></td>
<td></td>
</tr>
<tr>
<td>For one month</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not selected for interview</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notification date</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Type of notification</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thank you/request reconsideration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selected for a interview</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date – contacted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interview date</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>F2F or telephone</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Names of interviewers/titles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date – thank you sent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional interviews</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interview dates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Names of interviewers/titles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dates – thank you notes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Final Decision:**
- Offer
- Not selected
Helpful Websites
The following section contains a listing of web sites that are useful to both
the job seeker as well as to the employer:

JOB SEARCH WEB SITES

www.monster.com - The Monster Board
www.boston.com/jobs - Boston Globe/Career Section
www.seacoastcareers.com - Seacoast Online/Career Section
www.jobsinhh.com - Jobs in NH
www.jobsinma.com - Jobs in MA
www.jobsinme.com - Jobs in ME
www.hotjobs.yahoo.com - Yahoo! Hotjobs
www.simplyhired.com - Simply Hired
www.indeed.com - Indeed Job Search
www.jobtrak.com - MonsterTrak
www.careerjournal.com - Wall Street Journal Career Center
www.jobbankusa.com - JobBank USA
www.careerbuilder.com - CareerBuilder
http://www.jobbankinfo.org - America’s Job Bank
www.careermag.com - Career Magazine
www.jobsfed.com - Federal Jobs Digest
www.fedjobs.com - Federal Jobs Central
www.jobhunt.com - Jobhunt
www.recruitersonline.com - Recruiters Online Network
www.usajobs.opm.gov - USA Jobs
www.careersite.com - CareerSite
www.nettemps.com - Net-Temps
www.careerspan.com - CAREERspan
www.hotresume.com - Hot Resume
www.govgovernmentjobs.com - Government Jobs
www.marketingjobs.com - Marketing Jobs
www.dice.com - Technical Jobs
www.jobsinthemoney.com - Jobsinthemoney
www.flipdog.com - Flipdog
www.brassring.com - Brass Ring
www.nhworks.org - NH Works
www.aarp.org/money/careers - AARP
www.online.onetcenter.org - O*Net OnLine – Occupational Network
http://search.intelius.com - Spock
www.retirementjobs.com - Retirement Jobs
http://myjobwave.com - On-line job in NH,ME & MA
The following section contains a listing of websites that are useful to both the job seeker as well as to the employer:

### BUSINESS, FINANCE AND ECONOMICS INFORMATION

<table>
<thead>
<tr>
<th>Website</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.financialexecutives.org">www.financialexecutives.org</a></td>
<td>Financial Executives International</td>
</tr>
<tr>
<td><a href="http://www.thefeng.org">www.thefeng.org</a></td>
<td>Financial Executives Networking Site</td>
</tr>
<tr>
<td><a href="http://www.ceeexpress.com">www.ceeexpress.com</a></td>
<td>CEO Express</td>
</tr>
<tr>
<td><a href="http://www.bizjournals.com">www.bizjournals.com</a></td>
<td>Bizjournals</td>
</tr>
<tr>
<td><a href="http://www.wsj.com">www.wsj.com</a></td>
<td>Wall Street Journal Interactive Edition (some services are free)</td>
</tr>
<tr>
<td><a href="http://www.dnb.com">www.dnb.com</a></td>
<td>Dun &amp; Bradstreet (fee-based site)</td>
</tr>
<tr>
<td><a href="http://www.thomasregister.com">www.thomasregister.com</a></td>
<td>ThomasRegister</td>
</tr>
<tr>
<td><a href="http://www.newsweek.com">www.newsweek.com</a></td>
<td>Newsweek</td>
</tr>
<tr>
<td><a href="http://www.inc.com">www.inc.com</a></td>
<td>Inc.com</td>
</tr>
<tr>
<td><a href="http://www.money.com">www.money.com</a></td>
<td>CNNmoney</td>
</tr>
</tbody>
</table>

### NEWSPAPERS

<table>
<thead>
<tr>
<th>Website</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.boston.com">www.boston.com</a></td>
<td>The Boston Globe</td>
</tr>
<tr>
<td><a href="http://www.usatoday.com">www.usatoday.com</a></td>
<td>USA Today</td>
</tr>
<tr>
<td><a href="http://www.portsmouthherald.com">www.portsmouthherald.com</a></td>
<td>Portsmouth Herald</td>
</tr>
<tr>
<td><a href="http://www.eagletribune.com">www.eagletribune.com</a></td>
<td>Eagle Tribune</td>
</tr>
<tr>
<td><a href="http://www.fosters.com">www.fosters.com</a></td>
<td>Fosters Daily Democrat</td>
</tr>
</tbody>
</table>

### WIRE SERVICES

<table>
<thead>
<tr>
<th>Website</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.ap.org">www.ap.org</a></td>
<td>Associated Press</td>
</tr>
<tr>
<td><a href="http://www.upi.com">www.upi.com</a></td>
<td>United Press International</td>
</tr>
<tr>
<td><a href="http://www.reuters.com">www.reuters.com</a></td>
<td>Reuters</td>
</tr>
<tr>
<td><a href="http://www.prnewswire.com">www.prnewswire.com</a></td>
<td>PR Newswire</td>
</tr>
<tr>
<td><a href="http://www.businesswire.com">www.businesswire.com</a></td>
<td>Business Wire</td>
</tr>
</tbody>
</table>

### BUSINESS MANAGEMENT INFORMATION AND CHAMBERS OF COMMERCE

<table>
<thead>
<tr>
<th>Website</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.bbb.org">www.bbb.org</a></td>
<td>Better Business Bureau</td>
</tr>
<tr>
<td><a href="http://www.bizplus.com">www.bizplus.com</a></td>
<td>BizPlus: Small Business Center</td>
</tr>
<tr>
<td><a href="http://www.uschamber.org">www.uschamber.org</a></td>
<td>U.S. Chamber of Commerce</td>
</tr>
<tr>
<td><a href="http://www.portsmouthchamber.org">www.portsmouthchamber.org</a></td>
<td>Greater Portsmouth Chamber of Commerce</td>
</tr>
<tr>
<td><a href="http://www.exeterarea.org">www.exeterarea.org</a></td>
<td>Exeter Chamber of Commerce</td>
</tr>
<tr>
<td><a href="http://www.newburyportchamber.org">www.newburyportchamber.org</a></td>
<td>Newburyport Chamber of Commerce</td>
</tr>
<tr>
<td><a href="http://www.dovernh.org">www.dovernh.org</a></td>
<td>Dover Chamber of Commerce</td>
</tr>
</tbody>
</table>
The following section contains a listing of web sites that are useful to both the job seeker as well as to the employer:

**DIRECTORIES**

<table>
<thead>
<tr>
<th>Website</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.anywho.com">www.anywho.com</a></td>
<td>AnyWho</td>
</tr>
<tr>
<td><a href="http://www.whowhere.com">www.whowhere.com</a></td>
<td>WhoWhere</td>
</tr>
<tr>
<td><a href="http://www.whatis.com">www.whatis.com</a></td>
<td>What Is</td>
</tr>
<tr>
<td><a href="http://www.hoovers.com">www.hoovers.com</a></td>
<td>Directory of Businesses</td>
</tr>
<tr>
<td><a href="http://www.craigslist.com">www.craigslist.com</a></td>
<td>Businesses, jobs, etc.</td>
</tr>
</tbody>
</table>

**EMPLOYMENT AGENCIES**

<table>
<thead>
<tr>
<th>Website</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.switchboard.com">www.switchboard.com</a></td>
<td>Enter “Employment Agency” and “NH” to get listing of agencies</td>
</tr>
</tbody>
</table>

**GOVERNMENT RESOURCES**

<table>
<thead>
<tr>
<th>Website</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.osha.gov">www.osha.gov</a></td>
<td>OSHA (workplace safety standards and regulations)</td>
</tr>
<tr>
<td><a href="http://www.dol.gov">www.dol.gov</a></td>
<td>Department of Labor</td>
</tr>
<tr>
<td><a href="http://www.nhes.state.nh.us">www.nhes.state.nh.us</a></td>
<td>NH Employment Security</td>
</tr>
<tr>
<td><a href="http://www.labor.state.nh.us/">http://www.labor.state.nh.us/</a></td>
<td>NH Department of Labor</td>
</tr>
</tbody>
</table>

**NEWS**

<table>
<thead>
<tr>
<th>Website</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.fortune.com">www.fortune.com</a></td>
<td>Fortune</td>
</tr>
<tr>
<td><a href="http://www.inc.com">www.inc.com</a></td>
<td>Inc.Online</td>
</tr>
<tr>
<td><a href="http://www.cnn.com">www.cnn.com</a></td>
<td>CNN</td>
</tr>
<tr>
<td><a href="http://www.msnbc.com">www.msnbc.com</a></td>
<td>MSNBC</td>
</tr>
<tr>
<td><a href="http://www.wmur.com">www.wmur.com</a></td>
<td>WMUR Channel 9, Manchester, NH</td>
</tr>
<tr>
<td><a href="http://www.wbz4.com">www.wbz4.com</a></td>
<td>WBZ Channel 4, Boston, MA</td>
</tr>
</tbody>
</table>

**HUMAN RESOURCES TOPICS AND NETWORKING**

<table>
<thead>
<tr>
<th>Website</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.shrm.org">www.shrm.org</a></td>
<td>Society for HR Management</td>
</tr>
<tr>
<td><a href="http://www.shrmglobal.org">www.shrmglobal.org</a></td>
<td>SHRM Global Forum</td>
</tr>
</tbody>
</table>

The following networking sites are helpful in finding trade and business associations:

- [http://www.ipl.org/div/aon/](http://www.ipl.org/div/aon/)  
  *Internet Public Library link to guide to web site of prominent organizations and associations*
- [http://www.google.com/Top/Business/Associations/By_Industry/](http://www.google.com/Top/Business/Associations/By_Industry/)  
  *Google link to search associations by industry*
The following section contains a listing of web sites that are useful to both the job seeker as well as to the employer:

http://dir.yahoo.com/Business_and_Economy/organizations/trade_associations/
  Yahoo directory of trade associations

**SALARY AND BENEFITS INFORMATION**

www.salary.com
  Salary.com
http://www.homefair.com/real-estate/salary-calculator.asp
  Salary calculator powered by salary.com
http://www.ebri.org/publications/books/index.cfm?fa=fundamentals
  Employee Benefits Research Institute
http://www.bestplaces.net/COL/
  Cost of living calculator – compares two places
www.salaryexpert.com
  Select drop down menu for Calculators – Select Salary Calculator, choose U.S. location or click on International Data for select international metro area calculators

**ADULT EDUCATION**

http://www.education.nh.gov/career/adult/adult_basic.htm
  Listing of statewide adult education programs

**CAREER DEVELOPMENT E-MANUAL**

http://www.cdm.uwaterloo.ca/index2.asp
  Self Assessment, Research, Decision-Making, Networks & Contacts, Work, Life/Work Planning