

The New Hampshire Workforce Readiness Toolkit[©]

AFFILIATE OF
SHRMTM
SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

HR
STATE COUNCIL *of*
NEW HAMPSHIRE

Developed by the New Hampshire Workforce Readiness Team

Silvia McCarron, SPHR, SM HR Consulting, LLC (State Council – NH, SHRA)

Debra Tuttle, Key Partners, Inc. (State Council – NH, SHRA, MAHRA)

Mike Cameron, Wentworth Douglass Hospital (SHRA)

Cheri Nixon, NH Vocational Rehabilitation (SHRA)

Piper Reason, Second Start (GMHRA)

Steve Davis, Staffing Sense (SHRA)



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New Hampshire Workforce Readiness

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 web sites 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.

*Silvia McCarron, SPHR, SM HR Consulting, LLC (State Council – NH, SHRA)
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Steve Davis, Staffing Sense (SHRA)*

TOPIC: 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://209.235.208.145/cgi-bin/WebSuite/tcsAssnWebSuite.pl?Action=DisplayLinks&Sections=FGHIJKLMNOPQRSTUVWXYZ&AssnID=NCDA&DBCode=130285>

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

<http://www.checkoutcollege.com/ReadySetGo/Ready/Ready.aspx>

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/sv/41490.jsp>

Minnesota’s Internet System for Education and Employment Knowledge

http://www.salary.com/personal/layoutscripts/psnl_articles.asp?tab=psn&cat=cat011&ser=ser031&part=par172

Salary.com article on salary negotiation

“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

http://www.salary.com/personal/layoutscripts/psnl_articles.asp?tab=psn&cat=cat011&ser=ser031&part=par186

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:

<http://www.allbusiness.com/human-resources/workforce-management-hiring-recruitment/1067-1.html>

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

TOPIC: 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/Jobsearc/email.htm>

Email guidelines and etiquette in your job search: what's okay to send to employers via email.

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!

<http://office.microsoft.com/en-us/outlook/HA012054101033.aspx>

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.

"Business Etiquette & Professionalism: Your Guide to Career Success"
by M. Kay duPont; from Crisp Publications

"Effective Communication Skills: Essential Skills for Success in Work and Life"
by Marsha Ludden; from JIST Works

TOPIC: How to Write a Cover Letter

The purpose of a cover letter is to supplement your resumé 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
Date
Organization's Address
Salutation
"Carrot" opening
Body
Closing paragraph
Sincerely,
Your Name

Heading: Use the same heading as in your resumé; 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: 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. Show you've done your research and know about them by speaking to their concerns and interests. Stay 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://www.wisc.edu/writing/Handbook/BusinessLetter.html>

TOPIC: How to Write a Resume

The most effective resumé 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 resumé 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.

Writing your resumé 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.

TOPIC: 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*:

<http://www.rileyguide.com/interview.html>

This site has helpful links to interviewing advice

<http://www.teksystems.com/Careers/Interview-Tips/Telephone-Interview.aspx>

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)

www.managementhelp.org

Various links on interviewing topics

www.spock.com

People-based search engine

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 2008”

by Martin Yate C.P.C.

TOPIC: 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.

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.

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.

<u>TOPIC</u>	<u>UNACCEPTABLE</u>	<u>ACCEPTABLE</u>
Reliability; Attendance	<i>Number of children? Who is going to baby-sit? What religion are you? Do you have pre-school age children at home? Do you have a car?</i>	<i>What hours and days can you work? Are there specific times that you cannot work? Do you have responsibilities other than work that will interfere with specific job requirements such as traveling?</i>
Citizenship; National Origin	<i>What is your national origin? Where are your parents from? What is your maiden name?</i>	<i>Are you legally eligible for Employment in the United States? Same as above Have you ever worked under a different name?</i>
Reference Checking	<i>What is your father's surname? What are the names of your relatives?</i>	<i>None None</i>
Arrest and Conviction	<i>Have you ever been arrested?</i>	<i>Have you ever been convicted of a crime? If so, when, where and what was the disposition of the case?</i>
Disabilities	<i>Do you have any job disabilities?</i>	<i>Can you perform the duties of the job you are applying for?</i>
Emergency	<i>What is the name and address of the relative to be notified in case of an emergency?</i>	<i>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.)</i>
Gender	<i>Do you wish to be addressed as Mr.?, Mrs.?, Miss?, or Ms.?</i>	<i>None</i>

<u>TOPIC</u>	<u>UNACCEPTABLE</u>	<u>ACCEPTABLE</u>
Credit Record	<i>Do you own your own home? Have your wages ever been garnished? Have you ever declared bankruptcy?</i>	<i>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.</i>
Military Record	<i>What type of discharge did you receive?</i>	<i>What type of education, training, Work experience did you receive while in the military?</i>
Language	<i>What is your native language? Inquiry into use of how applicant acquired ability to read, write or speak a foreign language.</i>	<i>Inquiry into languages applicant speaks and writes fluently. (If the job requires additional languages)</i>
Organizations	<i>List all clubs, societies and lodges to which you belong.</i>	<i>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?</i>
Race or Color	<i>Complexion or color of skin?</i>	<i>None</i>
Worker's Compensation	<i>Have you ever filed for worker's compensation? Have you had any prior work injuries?</i>	<i>None None</i>
Religion or Creed	<i>Inquiry into applicant's religious denomination, religious affiliations, church, parish, pastor or religious holidays.</i>	<i>None</i>
Addresses	<i>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?</i>	<i>None None None None</i>
Education	<i>When did you graduate from high school or College?</i>	<i>Do you have a high school diploma or equivalent? Do you have a university or college degree?</i>
Personal	<i>What color are your eyes, hair? What is your weight?</i>	<i>Only permissible if there is a bona fide occupational qualification.</i>

TOPIC: 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?

<http://www.nh.gov/nhes/elmi/pdfzip/specialpub/benisurv/Benefits07.pdf>

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/>

<http://www.nh.gov/nhes/elmi/pdfzip/specialpub/benisurv/Benefits07.pdf>

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/>

TOPIC: 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

http://opm.gov.rif/employee_guides/career_transition

Lists all the career transition services available including for those that have been Injured or disabled

<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

<http://www.employersinc.com>

Employers Association – Career Transition (Outplacement) services

Local Chambers of Commerce

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 2008”
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

TOPIC: 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.saludak-12.org/shsstw.htm>

This site is for the Saluda County school district “School to Careers” section. It offers links to helpful information for the entry level to advanced job seeker, including detailed expectations for all workers, from the thinking to listening, to social and personal skills that employers are looking for.

www.careers.gmu.edu

Similar career advancement topics from George Mason University.

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.

TOPIC: Disabilities

Congress passed the landmark Americans with Disabilities Act (ADA) in 1990, representing a wide-range of civil rights legislation prohibiting discrimination based on disability. The ADA Amendments Act was recently passed unanimously with important new changes becoming effective January 1, 2009 (<http://www.ada.gov/> , <http://www.ada.gov/pcatoolkit/toolkitmain.htm>) and merits careful review.

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.

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 with accommodations, which are often relatively easy and inexpensive to implement. To gain these benefits and others, employers should take steps to attract and retain employees with disabilities, such as:

- Seeking out qualified candidates with disabilities for job openings
- Establishing a system for educating all workers about the value people with disabilities bring to an organization
- Incorporating a disability focus into any diversity training program
- Ensuring that internal professional development programs are available 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
- 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>

Information helpful to prospective *Employees*:

www.jan.wvu.edu/indiv/index.htm#job

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

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

<http://www.jan.wvu.edu/cgi-win/TypeQuery.exe?902>

Vocational Rehabilitation Agencies listed by state

<http://www.ed.state.nh.us/education/doe/organization/adultlearning/VR/VR.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*:

www.nhes.state.nh.us/elmi/affirmact.htm

New Hampshire Affirmative Action statistics regarding the number of people that work in various occupations according to county

<http://www.rcep7.org/projects/handbook/handbkdir.html>

"Handbook of Disabilities Index" – a great reference for functional limitations by disability

<http://www.jan.wvu.edu/empl/index.htm>

"Job Accommodation Network" – employer resources with an A-Z guide and description of disabilities with possible reasonable accommodations

<http://www.nh.gov/nhes/employer/documents/wotc.pdf>

<http://www.nh.gov/nhes/employer/documents/8850-Instructions.pdf>

<http://www.nh.gov/nhes/employer/documents/9061-WOTC.pdf>

Work Opportunities Tax Credit employer packet and forms

http://www.bu.edu/cpr/research/recent/rtc1999/si_3.html

National survey of professionals and managers with psychiatric disabilities

<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"

<http://www.ed.gov/rschstat/research/pubs/ise-report--employer-perspectives.pdf>

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

Additional Resources:

<http://www.jan.wvu.edu/cgi-win/TypeQuery.exe?370>

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://www.jan.wvu.edu/soar/index.htm>

Searchable Online Accommodation Resource (SOAR)

<http://www.dol.gov/odep/>

US Department of Labor: Office of Disability Employment Policy

TOPIC: 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://snhshome.homestead.com/MulticulturalServicesProgram.html>

Hillsborough County

http://www.dalc-online.org/classes_current/curr_abe.htm

Dover Adult Education Center, Strafford County

TOPIC: 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 “Community” 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.com>

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

Local Chamber of Commerce

Additional Resources:

Debra Tuttle

(603) 964-9495

DTuttle@KeyPartnersInc.com

Mike Cameron

(603) 740-3396

hrmc@wdhospital.com

Silvia McCarron

(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

TOPIC: Internships

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.intern2careernh.com/>

A web site helping students find internships and first jobs in New Hampshire after high school and college

<http://www.usnh.edu/comm/career.shtml>

University System of New Hampshire contact information for students

<http://www.volunteersolutions.org/uwgs/org/opp/dir-A-1.html>

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.volunteersolutions.org/uwgs/org/opp/dir-A-1.html>
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.

TOPIC: 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

www.careerconnector.com

Web site provides a list of companies that are offering job shadow opportunities with company/location and contact information

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

TOPIC: 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/mentoring_programs/curriculum/mentee/mentee.htm

Specifically for youths with disabilities

<http://www.visage-mentoring.org.uk/toolkit/question2.htm>

<http://www.ifla.org/IV/ifla74/papers/099-Cotera-en.pdf>

http://www.mentoringgroup.com/html/mentee_30.htm

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://www.nfib.com/object/IO_27780.html

Article on retention and succession planning

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

http://www.michigan.gov/documents/mdcs/SuccessionPlanningCareerPipelineToolKit_213235_7.pdf

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

Additional Resources:

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

<http://www.mentoring.org/>

TOPIC: 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

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

Local Chambers of Commerce

Additional Resources:

*“The Ultimate Job Search Guide – Knock ‘em Dead 2008”
by Martin Yate. C.P.C.*

TOPIC: 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.seniorjobs.com,

Designed specifically for seniors

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

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

www.yahoojobs.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

www.spock.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.
- 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:

<http://career-advice.monster.com/get-the-job/older-workers/home.aspx>

This section provides a helpful career advice for the age 50+ workforce.

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” and you will find the following articles and resources:

- Job Search Tips for Older Workers
- How to Make Age an Asset When Job Searching
- The Gray Ceiling: How Old is Too Old?
- Finding the Best Retirement Jobs
- Jobs and Volunteering for Baby Boomers and Seniors
- Experience Works
- GO60.com
- Green Thumb
- Job and Income Suggestions
- Maturity Works
- PrimeCB.com
- Senior Job Bank
- Top Employers for Workers Over 50

TOPIC: 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.NHNobTrainingFund.org

Provides companies matching grants in an 18-month period to train

www.myBoosttraining.com

Computer application training and essential skills training

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 classes

Computer Access When You Don't Have One

For free computer access check with:

- Your local library
- NH Department of Employment Security offices

TOPIC: Booming Jobs in NH

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/nhcrn/projections.htm>

NH long-term employment projections by industry and occupation 2006 – 2016. Total employment in NH is expected to increase by 13.9% adding close to 97,000 jobs.

The job sectors expected to grow at about twice the average rate than other occupations are:

- *Health care*
- *Social services*
- *Computers and Mathematics*
- *Personal Services*

www.careervoyages.gov

This web site is the result of a collaboration between the U.S. Department of Labor and the U.S. Department of Education. It is designed to provide information on in-demand occupations along with the skills and education needed to attain those jobs.

TOPIC: Emerging Medical Careers

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

Information helpful to Employers

<http://www.personneltoday.com/articles/2008/05/08/45773/how-to-manage-graduate-expectations.html>

New Grad Expectations

<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 it's 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://www.thefreelibrary.com/Benefits+of+Working+for+a+Healthcare+Staffing+Agency-a01073955580>

Working for a traveling Healthcare Agency

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

Emerging Careers

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

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.bostonworks.com	-	Boston Globe/Career Section
www.seacoastcareers.com	-	Seacoast Online/Career Section
www.jobsinnh.com	-	Jobs in NH
www.jobsinma.com	-	Jobs in MA
www.jobsinme.com	-	Jobs in ME
www.hotjobs.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
www.ajb.dni.us	-	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.governmentjobs.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
www.spock.com	-	Spock
www.retirementjobs.com	-	Retirement Jobs
www.employmenttimesonline.com	-	On-line job in NH,ME & MA

BUSINESS, FINANCE AND ECONOMICS INFORMATION

www.fei.org	-	Financial Executives International
www.thefeng.org	-	Financial Executives Networking Site
www.ceoexpress.com	-	CEO Express
www.bizjournals.com	-	Bizjournals
www.wsj.com	-	Wall Street Journal Interactive Edition (some services are free)
www.dnb.com	-	Dun & Bradstreet (fee-based site)
www.thomasregister.com	-	ThomasRegister
www.newsweek.com	-	Newsweek
www.inc.com	-	Inc.com
www.money.com	-	CNNmoney

NEWSPAPERS

www.boston.com	-	The Boston Globe
www.nytimes.com	-	New York Times
www.washingtonpost.com	-	Washington Post
www.usatoday.com	-	USA Today
www.portsmouthherald.com	-	Portsmouth Herald
www.eagletribune.com	-	Eagle Tribune
www.fosters.com	-	Fosters Daily Democrat

WIRE SERVICES

www.ap.org	-	Associated Press
www.upi.com	-	United Press International
www.reuters.com	-	Reuters
www.prnewswire.com	-	PR Newswire
www.businesswire.com	-	Business Wire

BUSINESS MANAGEMENT INFORMATION AND CHAMBERS OF COMMERCE

www.bbb.org	-	Better Business Bureau
www.bizplus.com	-	BizPlus: Small Business Center
www.uschamber.org	-	U.S. Chamber of Commerce
www.portcity.org	-	Greater Portsmouth Chamber of Commerce
www.exeterarea.org	-	Exeter Chamber of Commerce
www.newburyportchamber.org	-	Newburyport Chamber of Commerce
www.dovernh.org	-	Dover Chamber of Commerce

DIRECTORIES

- www.anywho.com - AnyWho
- www.whowhere.com - WhoWhere
- www.whatis.com - What Is
- www.hoovers.com - Directory of Businesses
- www.craigslist.com - Businesses, jobs, etc.

EMPLOYMENT AGENCIES

www.switchboard.com/NH/Employment-Agencies

GOVERNMENT RESOURCES

- www.osha.gov - OSHA (workplace safety standards and regulations)
- www.dol.gov - Department of Labor
- www.nhes.state.nh.us - NH Employment Security
- <http://www.labor.state.nh.us/> - NH Department of Labor
- www.bls.gov - Bureau of Labor Statistics
- www.bls.gov/fls - Bureau of Labor Statistics/Foreign Labor

NEWS

- www.fortune.com - Fortune
- www.inc.com - Inc.Online
- www.cnn.com - CNN
- www.msnbc.com - MSNBC
- www.wmur.com - WMUR Channel 9, Manchester, NH
- www.wbz4.com - WBZ Channel 4, Boston, MA

HUMAN RESOURCES TOPICS AND NETWORKING

- www.shrm.org - Society for HR Management
- www.shrmglobal.org - SHRM Global Forum

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

<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/

Google link to search associations by industry

http://dir.yahoo.com/Business_and_Economy/organizations/trade_associations/

Yahoo directory of trade associations

SALARY AND BENEFITS INFORMATION

www.salary.com

Salary.com

www.homefair.com/homefair/calc/salcalc.html

International salary calculator

<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

ADULT EDUCATION

http://www.ed.state.nh.us/education/doe/organization/adultlearning/Adulted/adult_basic_ed.htm

Listing of statewide adult education programs