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Welcome to the spring 2023 issue of BIG BOOK of Jobs. In the Twin Cities market, there is a demand for workers in all aspects of business.

Our business community still needs workers.

In Minnesota, our current unemployment rate 2.9% as compared to 3.4% across the United States based on the most recent data from mn.gov. Minnesota has recovered from the turmoil of Covid-19 and many people have returned to the workforce. That said, our marketplace and work environment looks very different than it did two years ago. We are starting to get a taste of inflation leveling a bit, that said businesses and families are still struggling to make ends meet. Those workers who had to pause careers to be home with family are discovering they need to get back in the workforce, but sometimes in a completely new career field.

Inside you will find businesses that are looking for employees to join their team. Perspectives have changed for many people and we would like to help job-seekers explore employment options they maybe haven't considered before. We have included information in this issue to help our readers and job-seekers prepare and market themselves to businesses so they land the ideal job for them. We are covering topics from researching employers, how to tell your story, enhance your networking skills, answering tough questions, how your online image matters and much more.

We hope to connect you with employers for the perfect fit!

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GET THE JOB

Get SMART About your Job Hunt

If your objective is to find a new job, goal-setting is a great way to get there. However, not just any old goals will do the trick.

The well-known management consultant Peter Drucker taught that without planning, any action will fail. To help managers plan, he created what has become known as SMART goals. While he was developing management theory, it applies just as well to job hunting.

WHAT ARE SMART GOALS?

The acronym sets forth the characteristics that make goals successful. The “A” and the “R” has varied a bit, but a generally accepted definition is:

S-Specific
M-Measurable
A-Achievable
R-Realistic/Relevant
T-Time-bound

SETTING SMART JOB-HUNTING GOALS

Creating SMART goals takes a little more thinking about what you want to achieve. Start by making a list of what you want to accomplish. Maybe you want to learn better cover-writing skills, update



your professional skills, contact potential references or send out job applications.

Those can all form the foundation for your SMART goals, but they are only the first step.

Let's take “update professional skills” as an example. That's a great general goal, but not a SMART goal.

Getting specific. Think

about how to make your goal quantifiable. Narrow the goal to be more specific, to deal with only one thing at a time. For example: “Learn how to use the payroll functions of the QuickBooks accounting program.”

Measuring your goal. How will you know if you've accomplished your goal? What will success look like?

Build the answers to those questions into your goals. For example: “Pass an online course in QuickBooks payroll functions by at least 85%.”

Making the goal achievable. This is the opportunity to take time to figure out the barriers to achieving your goals and how you can overcome them. The more realistic your goals are, the more likely you are to

continue working toward them. For example: “Pass an online course in QuickBooks payroll functions by at least 85% by spending at 30 minutes twice a week taking the course.”

Making the goal relevant or realistic. One of the key questions you want to ask yourself is whether the goal will help you achieve your over-arching objective. In our example, the goal is a relevant one if you are pursuing a job that requires accounting skills. However, if you are going after careers that don't typically involve accounting, this isn't a skill that is going to be relevant or realistic, even if you might enjoy learning it. Likewise, if you want to be an auditor or accounts receivable clerk, for example, learning payroll might not be as relevant as learning a different module.

Setting a time schedule. Goals can be short- or long-term. Determine the time frame you need to accomplish the goal and build that into the goal itself. For example: “Pass an online course in QuickBooks payroll functions in the next two months by at least 85% by spending at least 30 minutes twice a week taking the course.”

Once you have done this with all your job-hunting goals, you have built a road map to successfully landing a new job.

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GET THE JOB

Researching Employers

Be prepared for anything during your interview

Chances are, they won't simply be discussing job duties.

You should also work to understand the company, its place in the industry and their corporate structure. Hiring managers may be evaluating your candidacy based on how familiar you are with these critical elements, so do your research prior to sitting down with them.

Having a firm grasp of the larger picture could move your resume to the top of the pile in a competitive hiring situation.

KNOW THE COMPANY

You should be deeply familiar with the company's broader goals and strategies, and how everything works in concert toward success. Make sure you're familiar with their place in the wider business ecosystem, and what challenges come with what they do. Find out as much about the leadership team as is possible, and how they arrived at this point in their career.

Corporate websites often have staff directories that will include biographical information. They will also help you put a name with a face, which could be critical when it's time for meet-and-greet opportuni-



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ties. If you can't find these details online, connect with professional groups in the same field to learn more.

UNDERSTANDING GOALS

Knowing what a company hopes to accomplish and understanding the corporate culture they've created will help you craft better answers

when you discuss your own goals for a potential position. It may also give you crucial insight into whether this particular job is right for you, long before you apply.

The best jobs find workers and their employers pushing toward the same shared goals. If everything matches up, sharing those goals will make for a far more satisfying career. If

they don't, you want to know that sooner rather than later. Don't risk getting stuck in a role that you've learned to regret.

LOOKING ELSEWHERE

Don't forget to look elsewhere, too. Limiting your search to the leadership team and companies where you're actually applying could mean

missing out on key insights. A deeper dive will help you get a better handle on what's working for others, gather innovative ideas and important details on what isn't working in your field. All of it will help you put things in better perspective, before you apply, when you interview, and as you work toward a lengthy tenure with the company.



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GET THE JOB

Your Online Image Matters

Imagine that you have applied for your dream job. You've had a successful interview and you're just waiting for the job offer. However, it never comes because the hiring manager searched your social media and found a TikTok video of you complaining about your former work place.

Fair? Maybe not, but your social media can make or break a job opportunity.

According to Business News Daily, more than 75% of hiring managers use social media to learn about potential candidates. Other polls put the number even higher and say that 79% of HR managers have rejected someone because of what they learned about them online. The Muse says that among those who look at a candidate's social media, 65% are looking to measure a potential employee's professionalism and how they conduct themselves in social situations, 51% are looking to see



If they belong to you, you can make the posts private, archive photos or change your settings to “only me.” If they belong to someone else, reach out to them and ask them to remove the posts.

Switch to the “images” tab to see what photos are out there of you. Are they professional? Google yourself in incognito mode so you have a greater chance at seeing what hiring managers will see.

BUILD YOUR ONLINE BRAND

Your user name on social media and your handles are part of your brand. Be consistent across platforms and choose something professional. Your real first and last name—the one you use on your resume—is best for such platforms as LinkedIn and Facebook. If your name is taken on a platform, Makeuseof.com recommends using your name followed by a qualifier that is related to the work that you want to do such as YourName_Programmer.

Show that you are invested in your career by following accounts relevant to your profession. Make posts about trends and news in your profession, but be sure to keep them positive and upbeat.

Curate content that is relevant to what you want to do and will show potential hiring managers your expertise.

whether the person would fit in their company culture and 45% are looking to find more information about a person's qualifications.

Sometimes your social media can help you get the job. Employers say they are more likely to hire someone if their social media showed that they had a good personality, a professional image, a wide range of interests and that their background information

was accurate.

PROTECT YOUR PRIVACY

Does this mean you have to delete everything personal? No, but it does mean you need to pay attention to who has access to what. Most social media accounts give you the option to make your profile or specific posts private. Use this feature.

Be careful about who you friend and give access to your account. Is your account a pro-

fessional one that you want co-workers and potential employers to see? If it isn't, then only allow friends and family to see it.

GOOGLE YOURSELF

Learn what potential employers will find. Do you have old accounts floating around that should be deleted?

Look for things that you wouldn't want employers to find and try to clean them up.

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The Director of Transit Operations is responsible for overall operations of Tri-CAP's five-county public transit services program. This position leads a program with 40+ staff, leading the program management team and an annual operating budget of \$4 million. This person has integrity, creativity, passion and a commitment to serving others and our community. The leader we seek is a highly motivated self-starter who is organized, able to prioritize tasks, and is highly skilled at bringing out the best in a team!

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- Oversee the development of departmental policies, procedures and staff training.
- Provide oversight for the implementation of the Public Transit operations including hiring, training, policies/procedures, budgets, compliance, reporting, etc.
- Build and maintain positive working relationships with funders and community partners.

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*Knowledge of public transit and federal compliance regulations such as ADA, FTA, FMSCA, preferred.

*Competencies/experience including: Team Leadership, Thinking Strategically, Collaborating with Others, Decision Making, Emotional Intelligence, Fostering Communication.

*Strong passion for helping people and communities thrive, knowledge and experience working with the low-income population.

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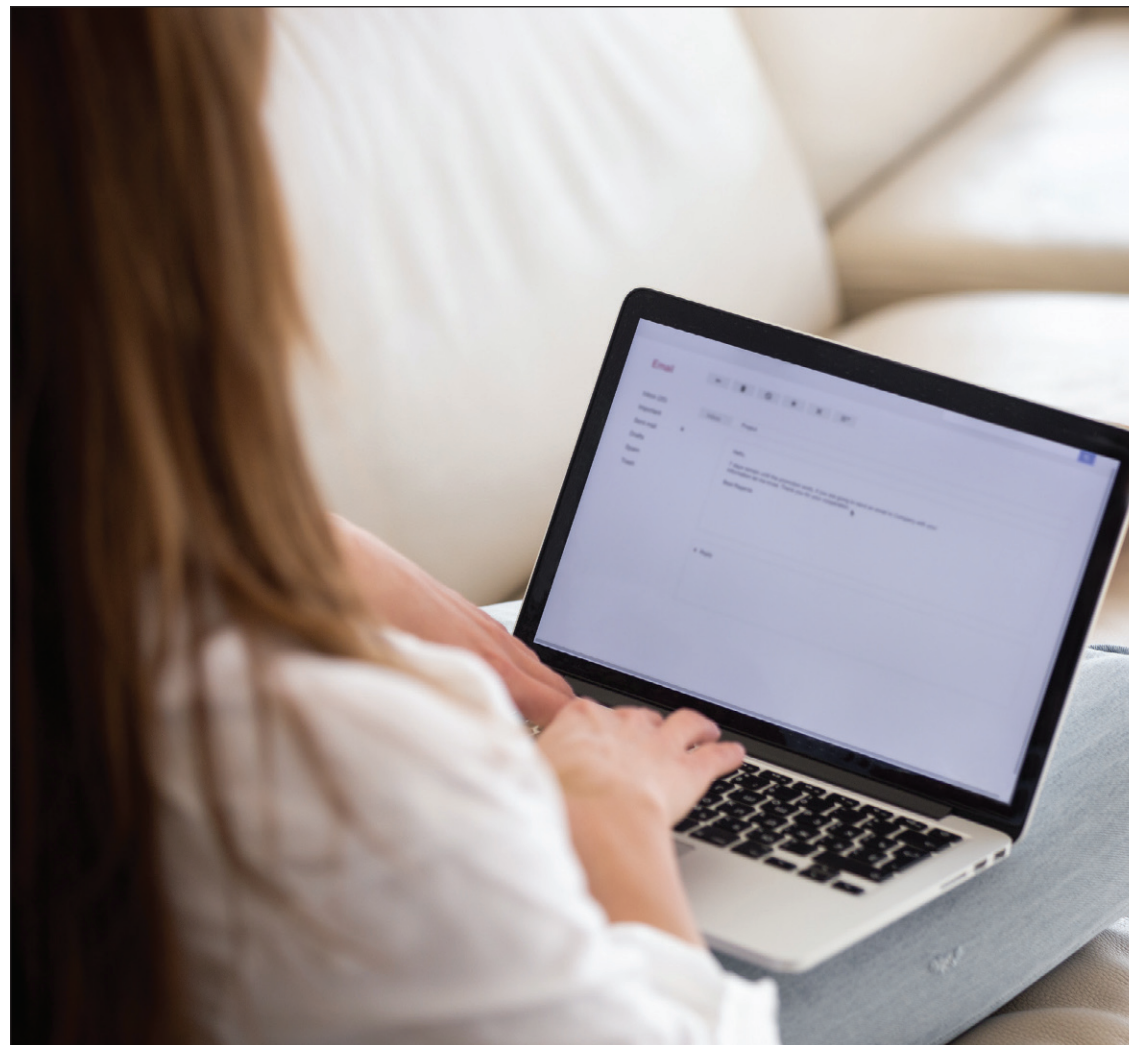
GET THE JOB

Personalize Your Cover Letter

The last thing you want to do with a cover letter is to start it with “To Whom It Concerns” or “Dear Hiring Manager.” It is impersonal, archaic and shows a lack of research. If you cannot find a name, it is better to leave off the salutation, especially when sending your cover letter as an email.

Be formal in your cover letter unless you know that the company’s culture is casual. When possible, use a courtesy title such as “Mr.”, “Ms.” (not Miss or Mrs.) or Dr. However, if you aren’t sure of the person’s gender, it is better to use just a first and last name than to misgender a person.

If the job posting contains a name, that is the one you will want to use. However, sometimes an organization will not include a name to protect their employees from spam. The best person to address a cover letter to is a hiring manager. However, if you cannot find the name of that person, look



find people who make posts as a member of the organization.

If you cannot find the person you are looking for, consider sending a short, polite message to someone who is with the company and asking them the name of the hiring manager. It may also open an opportunity to network with them and learn more about the company.

CALL THE ORGANIZATION

In the days before the internet, people would learn names by calling the organization directly. If you can get through to a person, a receptionist or secretary can often provide you with the name that you need. Be sure to ask how the person’s name is spelled and what pronouns the person uses so you can properly address your cover letter.

READ NEWS ABOUT THE ORGANIZATION

You’ll want to research an organization before you apply for a job so use that research to also try to find the name of the hiring manager or department manager. Google the name of the organization and read news about them. You may find articles in mainstream media, trade publications or in press release sites. If it is a local organization with its headquarters in your town, check out the archives of your local newspaper.

for the head of the department for the position you are applying for. You are always better off addressing a letter higher up than necessary.

SEARCH THE WEBSITE AND SOCIAL MEDIA

Start with a company’s web-

site. Look for the “About Us”, “Staff” or “Directory” pages and search those for the appropriate person’s name.

If you cannot find it there, try searching social media. LinkedIn is usually your best resource. Search for the company and it will return a list of

people who have that company in their profile. Look for the appropriate title and make sure that they are still with the company you are applying for.

Other social media may also help you find the information you need. Try searching for the company or using hashtags to

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GET THE JOB

Become Better at Networking

In some cases, who you know is as important as what you know

Building professional relationships through networking can be a cornerstone of professional development.

They provide tips, expert advice and camaraderie when you are tenured at a certain company, then can play a key role in opening doors for your next professional role.

Best of all, networking costs you nothing. The only investment is time, either by joining industry groups, being actively involved with online forums or professional websites, and attending meetings and conventions. The results will be friendships and connections that may unlock doors to opportunities you may never have even heard about before.

GOING ON-LINE

Networking forums and websites have made it easier than ever to make new connections. Sometimes, it's smart to begin with your long-standing ones. Prior relationships can lead to introductions, since your friends, family and coworkers may already be connected to decision-makers, hiring managers or related professionals. Friend, follow, comment, endorse skills and write



This kind of traditional relationship-building does more than put a name with a face. By catching up over lunch or coffee, you're creating a conversational space to discuss things that go far beyond a specific job opportunity. Open up about your goals and dreams, ideas you have to advance your role or the wider industry, or other long-range professional-development goals. When that perfect position comes open, these contacts will more likely to recommend you based on knowing more about how well you'd fit.

JOIN THE CLUB

Attending a professional association or trade-group event can provide job seekers with early information about staffing changes or new employment opportunities. Even joining an online forum can open the door to a wealth of information, including things like industry trends. Some of these groups and associations are focused on complete business sectors, while others might be job specific. Either way, you'll be have access to leaders, influencers and fellow workers who move these industries forward. Some university alumni associations also create smaller professional subgroups so that graduates can advance their careers. Contact your alumni relations office.

recommendations. These professional courtesies might just lead to real-life partnership opportunities in the future.

IN-PERSON MEET UPS

It can be easy to rely too much on technology, since connecting with others is now

such a streamlined experience. But sometimes there's simply no substitute for person-to-person conversations.

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GET THE JOB

Great Job-Seeking Habits

Let's face it, looking for work can be a full-time job

Like any other time-consuming pursuit, there are best practices involved with seeking a new position.

Unfortunately, there are obvious stresses involved with the loss of financial stability, and that fear and anxiety can make it difficult to properly focus your search. If you find yourself stuck, reach out to professional resume writers or career counselors who specialize in getting these searches back on track.

Either way, incorporating effective search habits can help you better target your resume to the best-fit jobs, and that might ultimately shorten your time between employers.

HAVE OPEN DISCUSSIONS

Don't overlook the shared experiences of those around you. Be open and honest about what led you to this moment in time, your goals for the next position and what you're doing to make that dream come true. It's possible that friends, family and others in your industry or former co-workers have had similar experiences, and they may be



able to offer needed advice. They may even know about a new role that perfectly fits your skill set.

spective employer. That's where networking becomes a critical tool. Join job-hunting groups to expand this search beyond your immediate circle. Whether in person or online, you'll find a community of people who share your particular struggles but who also can provide leads for employment and critical advice about how to get the job. Social media helps us remain in constant contact, meaning you may have the chance to become one of the first to apply for unlisted openings.

KEEP UPDATING

Just because your employment has ground to a halt doesn't mean your resume should. Continue adapting your application paperwork to reflect the requirements for individual job openings. Customizing your resume highlights the specific experiences and educational achievements that they may be looking for, and your research will help you familiarize yourself with the company — a key advantage should you be called in for an interview. You'll also better navigate through the hurdles put in place by the computerized programs that many companies use to weed out candidates that don't use certain keywords or meet certain qualifications.

MAKE IT A GROUP EFFORT

Some open positions simply aren't advertised in conven-

tional ways, and may only be known to people who have adjacent industry jobs or friends working for your pro-

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GET THE JOB

Be Honest About Your Goals

Even if you're qualified, that new job might not fit

Try to avoid the temptation to apply for everything in your field.

Some of these positions may fit your skillset, but are not necessarily part of the original career path you set out on. Maybe you're not passionate about this particular area of expertise, or it doesn't match your current lifestyle.

These are considerations that go far, far beyond salary. So be honest about your career goals before sending out a blizzard of resumes. Here are some important questions to ask yourself first:

TRAVEL?

Desk jobs, with their reliable nine-to-five repetition, aren't for everyone. At the same time, however, others may not consider themselves suited for lots of travel or remote work. If you're more of a homebody than the jet-set type, that will have a huge impact on your ability to remain engaged while meeting career goals. Working from home sounds easier than it sometimes actually is, in particular if you are not a self-starter or you thrive in a collaborative setting. Look for work that matches your personal sensibilities, and you're more likely to succeed.

MONEY?

Salary should play a huge role in deciding to apply for any new position. After all, costs are always rising – and it can also be an important metric when evaluating your career. But don't forget to account for the long term. Taking more money for a new job that's not

as satisfying may lead to long-term frustration. Be prepared for potential turbulence if you leave a legacy company for a start up. Some emerging fields offer big salary bumps, but they may have a less stable outlook. That's a plus for some adventurous job seekers, but may be a negative for others.

RETIREMENT?

Retirement can be a key benchmark when applying for a job, and not just for those who are late into their career arc. For instance, pensions are more rare these days, so that might be a serious consideration at any age. Matching contributions to

market-based retirement accounts also become huge investments over a longer term. For more experienced workers, you may need to ask yourself if this is the last job you'd like to have – and if you'd consider working past the traditional retirement age in this role.


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GET THE JOB

Learning How to Tell Your Story

Employers want a narrative to go with experience and qualifications.

A comprehensive resume and well-crafted cover letter might get you in the door, but what happens in the interview will secure the job.

Hiring managers closely watch how candidates answer certain questions for clues on everything from maturity to leadership qualities. Discussing your journey and aspirations can help put it all in perspective.

INSIDE THE NUMBERS

Applicants take an average of 24 weeks to go through the hiring and interviewing process to find a new job. But it's not easy to get to that point: Just one in six completed applications typically leads to an interview request. One study found that the average job seeker applies to some 27 companies before securing an interview. So the pressure is on to do well.

WHAT TO SAY

Telling your story helps break the ice, but be careful not to reveal information that is too personal. Work on giving concise answers that draw a straight line to your point. A common problem is letting



the difference between being hired or shown the door. Rambling, unfocused storytelling could point to a number of possible issues as their employee, from indecisiveness or a tendency to be unprepared.

FINDING FOCUS

If you having trouble figuring out where to edit an anecdote, consider using the so-called STAR model. Interview coaches swear by this process, which focuses on the situation, the task, the action and then the result. First, find a situation that best illustrates how you'd address the job requirements of this particular position within the company. Then focus on five factors in that situation: the challenge, the people involved, where and when it happened, and how you resolved the issue.

Next, discuss the task, specifically your plan to overcome this obstacle. A discussion of the actions taken to complete the task should follow, including those handled by others. Conclude your remarks by outlining the results, highlighting how the measures you took led to the positive outcome. At the same time, however, don't be afraid to discuss what went wrong, and how you might address any negative outcomes next time.

the middle portion of your anecdote drag on too long. Don't say two sentences when

one works just as well. Don't be afraid to recall moments where you weren't the main

character. Those times when you led a team or mentored someone could also be the

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GET THE JOB

Answering Tough Questions

Nobody really knows where they'll be in five years. You'll be asked anyway.

Interviews allow hiring managers to get a broader idea of who you are than any resume could ever provide. This question in particular allows them to understand your goals.

WHAT THEY'RE LOOKING FOR

The question of where you see yourself in five years is meant to measure both motivation and planning skills, and to gauge how you match with the prospective role. Companies want to know what value you'll bring as a person, beyond your experience, and how determined you are to keep learning and achieving. Your answer also frames your place in the company, as a valuable team member or perhaps an emerging leader.

People who think too little — or too much — about moving into management can find themselves on the outside looking in when a hiring decision is made. The five-year query goes directly to the heart of that decision. If you're under-qualified or under-experienced and argue you should be the CEO in a



the real answer. If that's not immediately possible, consider how this position can help you build needed and desired experience for later. Deeper understanding of this job, or this company, could eventually open doors to other employment opportunities that better fit your goals. Maybe it's just a chance to grow personally, as a professional or as a manager. That can become a cornerstone of your long-term plan in the meantime.

BE HONEST WITH YOURSELF

Too often the question of where you'd like to be five years is considered from an external point of view. But the answer is about more than looking good during a job interview with a prospective employer. Set realistic career expectations, and you'll sell them on your candidacy — while also laying out an achievable set of benchmarks for yourself.

Where you see yourself in five years could, if approached the right way, become your professional destiny. For instance, if you're a naturally ambitious person, some jobs may simply be too unfulfilling to pursue. If the position doesn't align with or advance your larger professional goals, then you may need to keep looking.

handful of years, your answer has illustrated a certain professional immaturity. Veteran employees with a lengthy job history but no ambition to move up may be signaling a lack of engagement or work ethic.

HOW TO ANSWER

Start with a key goal or two,

connecting these benchmarks with qualities you're trying to convey to the hiring manager. Then transition to how you plan to get there and why it's important to you. Conclude by stating how this all fits into your large career arc. Don't make a joke, imply that you don't intend to be with the company that long or make it

clear that you've never really considered the question before. Maybe you've realized that this isn't your dream job. Or maybe you just don't know where you'd like to be in five years. It's OK to say that, but it won't create the clearest pathway to being hired.

Instead, try to tailor your job search so that it fits into

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GET THE JOB

When They're Not Calling Back

You've applied and applied – now what?

Proactive job searchers with great qualifications still sometimes fail to garner interviews.

It may just come down to how you're approaching the process. Often times, we grow comfortable with what we've done before, or fail to notice common mistakes in our paperwork because we've had a copy laying around for so long.

These little things can turn into big stumbling blocks, in particular if you're applying for job with a long line of other similarly qualified applicants. Here's a look at trouble areas that often trip people up along the way:

READ AND REVIEW

When applying, pay close attention to the required qualifications. Read carefully to make sure that your experience and education match up with what potential employers are looking for. If not, your application will be quickly passed over for someone who is more suited to their needs. Review all of your social-media accounts and delete content that is unprofessional or presents you in a poor light. Nearly 80 percent of companies surveyed by the Society for Human Resource Management said they use online resources



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for recruiting – so that means they're far more likely to stumble across postings or photos that might disqualify your candidacy.

FOLLOW DIRECTIONS

Application processes and the required submissions can vary wildly. In many cases, submitting your cover letter, resume and application might simply be a first step in the

process. For instance, hiring managers may ask for examples of certain work product. It's important to closely follow these special instructions when applying in order to be considered for the position. Aside from providing more insight into a potential candidate, these additional requirements give employers a sense of how detail oriented and responsible you are.

RESUME PROBLEMS

Consider contacting an expert to discuss customizing your resume with suggested keywords, while highlighting specific work experience that syncs with the job requirements. Read and re-read to make sure there are no spelling or grammatical errors, since that would damage your candidacy. If you're not confi-

dent in your ability to catch your own mistakes, try grammar- and spell-checking software. Make sure everything is up to date, and that nothing is embellished. Finally, test that your resume can be opened once it arrives. Email copies to friends and ask them to attempt to open it on a variety of platforms to make sure it can be accessed after you apply.




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GET THE JOB

Turn Off the Computer

In 2023, most job hunting takes place online. From finding a job to researching it to interviewing—the internet is a job hunter's best friend. However, there are still things that can and should be done the old-fashioned way.

What sort of tasks can be done once you close your computer and turn off your WiFi? You can attend job fairs, conduct in-person networking, use career counseling services, volunteer with service and charitable organizations or work at an internship.

JOB OR CAREER FAIRS

Job fairs, also known as career fairs, are events where representatives from multiple companies—or sometimes multiple hiring managers from a single company—gather for a day to meet with potential job candidates.

The most common type of job fairs are those organized for students so those who are graduating can connect with representatives of companies from around the country. The



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other common type of job fair are when a single organization is planning to do a lot of hiring because they've opened a new location, added services or are a start-up.

NETWORKING

While much networking can be done online, nothing replaces the impression that you make when you meet someone face-to-face. Get out in your community and in the places where people you want to work with are. Social hire recommends the following for off-line networking: be fear-

less, be cheerful, be energetic, ask people about themselves and really listen to the answers and track people down.

CAREER COUNSELING SERVICES

Career counseling can help you find a new career or adapt your skills to be more competitive in your current career.

Thriveworks, an organization that connects people with counselors, describes career counseling as good for anyone who is thinking about a change in their career or who

is just getting started with their work life. They describe career counseling as something that is:

- Designed to help you make informed occupational and education decisions.
- Participatory — the counselor won't do all the work for you or make decisions for you.
- Multi-faceted and varying from person-to-person depending on their needs and skills.
- A place where you might take an IQ or personality test as a way of discovering potential career paths.

VOLUNTEERING

Volunteering is a great way to learn new skills, meet people and beef up your resume. It can also be a personally rewarding experience.

Do you belong to a religious organization? Most synagogues, mosques and churches have opportunities for volunteering whether it is working on the building or grounds, doing clerical work or helping serve people in the community.

What are your interests? You may be able to match your personal passions and interests to a volunteer opportunity in your community. If you like reading, consider volunteering as a tutor to help people learn to read or help refugees learn English. Perhaps there is a reading program in one of your local schools where you can read to students. Do you enjoy the performing arts? Perhaps you could be an usher. Do you like working with others? Health care organizations, senior centers and community centers are often looking for volunteers.

INTERNSHIPS

While most internships don't pay well — or at all — they can be a springboard into a long-lasting career. It is an opportunity to learn skills needed for a career that you want, make contacts and put valuable experience on your resume.



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GET THE JOB

Consistency Is Important

Job hunting is a marathon, not a sprint

The most successful applicants create a regular schedule of related activity designed to maximize productivity – and get the best results.

Set up daily, achievable goals rather than focusing too much on any single part of your search. With the proper attention to detail, you'll potentially shorten your time on the job market. Here are some important focus points:

YOUR ONLINE PRESENCE

Narrow your initial search parameters through online tools provided by LinkedIn and job sites. Scrolling past positions that are unsuitable because they aren't in your field or require experience or education that you don't possess is a huge waste of time. Be as specific as possible about the job and other important details like salary expectations, and you'll get more focused and usable results.

Next, shape your social media presence to match these same specific jobs. Make time on a regular basis to talk about challenges and opportunities unique to your field, join online professional groups or related job-seeking communities, and friend or follow acknowledged experts. These



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connections could be very important down the road.

STAY IN TOUCH

Once you've been contacted, make a consistent effort to remain connected. Send thank you messages after an interview with the human-resources department or hiring manager. Handwritten correspondence is preferred, but an

email will do in a pinch. Be specific in mentioning some part of your visit, in order to increase your chances of standing out.

Then make a note to yourself to circle back around every week or so. You'll want to stay top of mind, in particular in a competitive field where the hiring process may play out quickly. If you're passed over,

send a follow up email thanking everyone for the opportunity. A hiring manager might remember you when another opening comes along.

WHAT'S NEXT

If you don't hear back after applying, or are alerted that the job has been given to someone else, be prepared to return to your original

job-seeking schedule. If you feel like your strategy needs tweaking, now is the time to make the kind of adjustments that might seal the deal next time. Consider discussing your search with a peer or other professional in the field, since they may have smart tips. They may even know about an opening you haven't heard about yet.



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