



Guide: Navigating Your Next Job with the City



LEARNING & DEVELOPMENT JOURNEY



Guide: Navigating Your Next Job with the City

According to the results from the 2015 City and County of Denver’s (CCD) **Employee Engagement Survey**, employees indicate concern around sufficient employee development options to grow their career.

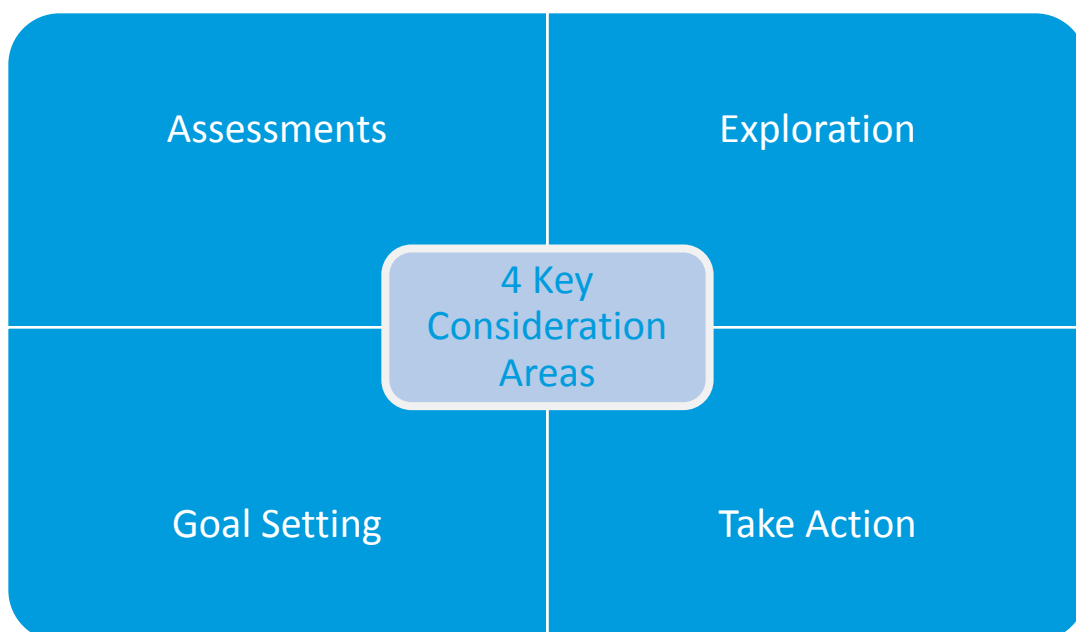
Recent articles about career management strongly suggest employees think of their career as “their business”. It’s a mindset and, according to Executive Career Coach, Andy Robinson at <http://www.careerealism.com>, “It is absolutely essential that you think and act like an “owner” if you want to advance your career.” A focused mindset is important because in a constantly changing job market, opportunities come and go...in an instant.

The success of your career is dependent upon you. Although your manager/supervisor can provide assistance, you are ultimately responsible for your professional growth and for managing your career which encompasses several activities, such as:

- identifying professional strengths, values, skills and interests
- ensuring that your work fits with your personal circumstances
- developing professional career goals
- evaluating career options, both inside and outside the organization
- finding and participating in learning and development programs

This guide, Navigating Your Next Job with the City, contains activities and other tools intended to help you to make thoughtful and informed decisions about where you are in your career and where you want to be. You can choose to progress through the document in order, or pick and choose the information and activities that meet your needs.

The materials focus on four key areas for your consideration such as self-assessment, career exploration, goal setting, and taking action.



Assessments

One of the most important areas in the process of navigating your next job with any organization is assessments. This process lays the foundation to help identify and create your most appropriate work profile. A clear understanding of your interests, strengths, values, skills, and preferences is key to discovering the types and kind of work that will bring the highest levels of professional fulfillment and engagement.

The assessments in this guide will help you re-affirm what you already know about yourself and help you discover new things. The assessments will provide you with a framework within which you will be able to effectively strategize your next move.

Most likely, you already know what you do well. You possess distinct personality traits and specific abilities which can be matched to an appropriate career or occupational pathway. An assessment can help you zero in on your knowledge, skills, interests, values and talents and help you discover other less-recognized abilities. It is important for you to have a full grasp of who you are and what makes you unique. The more a career meets your interests, the more likely it will be satisfying and rewarding to you.

Begin by answering the following questions:

- Where am I now? _____

- Where do I want to be? _____

- What do I like to do? _____

- What are my strengths? _____

- Where are my opportunities? _____

- What is important to me? _____

- What is my competitive edge? _____

Work Preference Assessment: This assessment helps you identify what you like or dislike about the job tasks you are currently performing and those you have performed in the past.

Step 1: List the jobs you have held (past and present) and the different aspects of the work that you liked or disliked and the reasons why:

Job	Reasons why I liked this job	Reasons why I disliked this job

Compendium of Questionnaires and Inventories Volume 2, Cook, Sarah, HRD Press, Inc., 2007

Step 2: Now review the list above and ask yourself the following questions:

What are the common factors about the work I like?

What are the common factors about the work I dislike?

Does my current job allow me to do the work I like, or the work I show an interest in?

What changes do I have to make to do the work I like to do?

Step 3: If the job you are currently performing, does not allow you to do the things you like or are interested in, conduct a search to determine a more strategic career path. The web sites listed below provide valuable resources and information about different jobs and occupations and can help find the type of work that best suits your interests.

Resources:

- City and County of Denver: <https://www.denvergov.org/jobs>
- State of Colorado: <https://www.governmentjobs.com/careers/colorado>
- Department of Labor (DOL) Occupational Outlook: <http://www.bls.gov/oco/>
- DOL Employment and Training Administration: <http://www.doleta.gov/>
- CityU Course: [Managing Your Career: Creating a Plan](#)

Keep track: Use the sample format/form below to help you keep track of jobs or occupations of interest, or any other information you think may be helpful in establishing your career goals. The information you enter will be important in the development of your plan, your short and long-term goals, and your development activities.

#1 Job/Position Title		Organization	
Job/Position Requirements:			
Do I currently have the skills required?	YES	NO	
Are any of these positions open?	YES	NO	When
Are any of these positions available in my agency or department?	YES	NO	
Do I need to apply?	YES	Date	NO
If the positions are not available, what do I need to do?			
#2 Job/Position Title		Organization	
Job/Position Requirements:			
Do I currently have the skills required?	YES	NO	
Are any of these positions open?	YES	NO	When
Are any of these positions available in my agency or department?	YES	NO	
Do I need to apply?	YES	Date	NO
If the positions are not available, what do I need to do?			
#3 Job/Position Title		Organization	
Job/Position Requirements:			
Do I currently have the skills required?	YES	NO	
Are any of these positions open?	YES	NO	When
Are any of these positions available in my agency or department?	YES	NO	
Do I need to apply?	YES	Date	NO
If the positions are not available, what do I need to do?			

Adapted from Developing Employee Capital, Kalamas, David & Joan Berry, HRD Press, 2004

O*NET Skills Search: The Skills Search function in O*NET (see O*Net definition on page 10) is designed to help you identify occupations for exploration. Select a set of skills from six broad groups to create your customized skill list. (Note: You are not required to select skills from more than one group of skills.)

Begin by selecting skills from one or more of the six skill groups identified: Basic Skills, Complex Problem Solving Skills, Resource Management Skills, Social Skills, Systems Skills, and Technical Skills. Start by selecting as many skills as you have or plan to acquire. If you select only a few general skills (especially Basic Skills), you might get a large number of occupations that match your list.

Basic Skills: Developed capacities that facilitate learning or the more rapid acquisition of knowledge

Active Learning — Understanding the implications of new information for both current and future problem-solving and decision-making.

Active Listening — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

Critical Thinking — Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Learning Strategies — Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.

Mathematics — Using mathematics to solve problems.

Monitoring — Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

Reading Comprehension — Understanding written sentences and paragraphs in work related documents.

Science — Using scientific rules and methods to solve problems.

Speaking — Talking to others to convey information effectively.

Writing — Communicating effectively in writing as appropriate for the needs of the audience.

Complex Problem Solving Skills: Developed capacities used to solve novel, ill-defined problems in complex, real-world settings

Complex Problem Solving — Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.

Resource Management Skills: Developed capacities used to allocate resources efficiently

Management of Financial Resources — Determining how money will be spent to get the work done, and accounting for these expenditures.

Management of Material Resources — Obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work.

Management of Personnel Resources — Motivating, developing, and directing people as they work, identifying the best people for the job.

Time Management — Managing one's own time and the time of others.

Social Skills: Developed capacities used to work with people to achieve goals

Coordination — Adjusting actions in relation to others' actions.

Instructing — Teaching others how to do something.

Negotiation — Bringing others together and trying to reconcile differences.

Persuasion — Persuading others to change their minds or behavior.

Service Orientation — Actively looking for ways to help people.

Social Perceptiveness — Being aware of others' reactions and understanding why they react as they do.

Systems Skills: Developed capacities used to understand, monitor, and improve socio-technical systems

Judgment and Decision Making — Considering the relative costs and benefits of potential actions to choose the most appropriate one.

Systems Analysis — Determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes.

Systems Evaluation — Identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system.

Technical Skills: Developed capacities used to design, set-up, operate, and correct malfunctions involving application of machines or technological systems

Equipment Maintenance — Performing routine maintenance on equipment and determining when and what kind of maintenance is needed.

Equipment Selection — Determining the kind of tools and equipment needed to do a job.

Installation — Installing equipment, machines, wiring, or programs to meet specifications.

Operation and Control — Controlling operations of equipment or systems.

Operation Monitoring — Watching gauges, dials, or other indicators to make sure a machine is working properly.

Operations Analysis — Analyzing needs and product requirements to create a design.

Programming — Writing computer programs for various purposes.

Quality Control Analysis — Conducting tests and inspections of products, services, or processes to evaluate quality or performance.

Repairing — Repairing machines or systems using the needed tools.

Technology Design — Generating or adapting equipment and technology to serve user needs.

Troubleshooting — Determining causes of operating errors and deciding what to do about it.

*To access O*NET Skill Search, click here:*

[O*NET Skill Search](#)

Career SWOT Assessment: A SWOT Assessment will help you identify your career priorities, strengths, weaknesses, opportunities and threats. Completing a SWOT analysis will help you be better positioned in deciding what changes you should or should not make.

1. Rank the items in the list below, using the scale of 1 to 10 (1 is the most important consideration and 10 is the least important consideration). Remember, you can have only one number 1.	
	Salary (What you now earn)
	Potential (Your probability for advancement or increase in earnings)
	Hours (Scheduled number of hours you work)
	Kinds of Tasks (Doing what you like to do; task variety; using your skills)
	Working Conditions (Work setting, facilities, your work environment)
	Interpersonal Relations (The quality of your interactions with your superior, co-workers, subordinates)
	Degree of Responsibility (Level of decision making; amount of supervision you receive and give to others)
	Benefits (Your total benefit package)
	Location (Location, including distance from your home to the job)
	Flexibility (The flexibility you have in setting your own job hours and job tasks)
2. Check the statement(s) that best describe your career and work life.	
	My current job consumes and dominates my life. I often feel overwhelmed. I need to find time to build by career potential.
	I have an alternative source of income that I can fall back on if my current career becomes untenable.
	I can find fulfillment by doing volunteer work.
	I regularly engage in self-development activities through training, self-directed study, and continuing education.
	I possess skills, knowledge, and abilities that I don't use in my current career.
3. To assess your career strategic assets (which at times can be employed to minimize or eliminate career risks), describe the following:	
My career strengths:	
My career opportunities:	
My career threats/challenges:	

Developing Employee Capital, Kalamas, David J & Kalamas, Joan Berry, HRD Press, 2004

Values: According to Monster Contributing Writer Pat Boer, “Every day, we make choices - some without careful consideration. Whether we realize it or not, often our career choice is based on values rather than the work. Values are the beliefs, attitudes and judgments we prize. Are you aware of your values? Do you act on them?”

Values Self-Assessment: To get a sense of your own value system, place a check mark in the appropriate column to the right of the value. Trust your instincts, and don’t spend too much time thinking. Your results will be more accurate if you respond quickly.

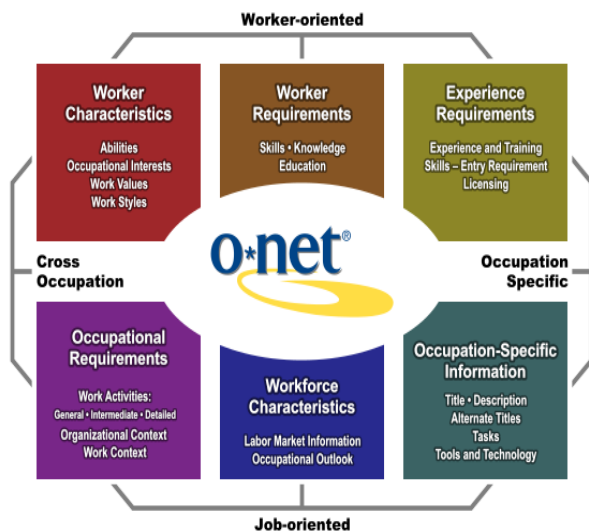
VALUES	Always Valued	Often Valued	Sometimes Valued	Seldom Valued	Never Valued
Accountability					
Advancement					
Authority/Power					
Autonomy/Independence					
Challenge					
Change and Variety					
Competence					
Creativity/Innovation					
Decision-Making					
Delivering Quality					
Friendships/Relationships					
Group Affiliations/Networking					
Helping Others					
Honesty					
Influencing Others					
Keeping Promises					
Recognition					
Respect					
Rewards					
Sense of Achievement					
Service					
Social Responsibility/Community					
Stability/Security					
Teamwork					
Work-Life Balance					
Other					

Look at the values you checked off in the *Always Valued* and *Often Valued* columns. Those are the things that are most important to you. You should try to find opportunities that will allow you to incorporate those values.

List your values you checked off below in the appropriate columns. Refer back to them when you are exploring job possibilities and when you are developing your plan.

ALWAYS VALUED	OFTEN VALUED

O*NET: The Occupational Information Network



Most of the information and tools that are referred and used throughout this guide come from the Occupational Information Network (O*NET) program. O*NET is the nation's primary source of occupational information and sponsored by the US Department of Labor/Employment and Training Administration. Central to the resource is the O*NET database, containing information on hundreds of standardized and occupation-specific descriptors. The database is continually updated by surveying a broad range of workers from each occupation. Information from this database forms the heart of **O*NET OnLine**, an interactive application for exploring and searching occupations. The database also provides the basis for O*NET's Career Exploration Tools, a set of valuable assessment instruments for individuals looking to find or change careers.

O*NET has designed a set of self-directed career exploration/assessment tools to help you consider and plan career options, preparation, and transitions more effectively. The assessment instruments, which are based on a "whole-person" concept, are grouped into three major families:

- [O*NET Interest Profiler](#)
- [O*NET Ability Profiler](#)
- [O*NET Work Importance Locator / Profiler](#)

[Access a pre-recorded webinar explaining the assessments provided by O*NET.](#)

Printed versions of the Ability Profiler, Interest Profiler, and Work Importance Locator tools and their supporting documents (e.g., score reports, master lists of occupations, combined lists, and user's guides) are available for purchase from the U.S. Government Printing Office. Electronic components of the Ability Profiler, Interest Profiler, Computerized Interest Profiler, Work Importance Locator, and the Work Importance Profiler tools (e.g., instruments, software, score reports, master lists of occupations, and user's guides, along with documentation and supplementary reports) are available from this website. Additional components will be provided, as they become available.

The O*NET assessments and tools will help identify your work-related interests, what you consider important on the job, and your abilities to explore occupations that relate most closely to your attributes. You can also use the tools to link to the more than 800 occupations described by the O*NET database, as well as to occupational information in **CareerOneStop** which can be accessed at <http://www.careeronestop.org>. This will help you transition seamlessly from assessing your interests, values, and abilities to matching your job skills with the requirements of occupations in your local labor market.

Interests: The O*NET tool related to occupational interests is the **O*NET Interest Profiler (IP)**. O*NET IP is a family of self-assessment tools that can help you discover the type of work activities and occupations you would like and find exciting. You can identify and learn about broad interest areas most relevant to yourself and use the interest assessment results to explore the world of work (see the Exploration Section below for specifics). O*NET IP can be accessed, at no cost at: <https://www.onetcenter.org/IP.html>.

There are four different formats for your use and convenience; select one or all of the following:

- [Interest Profiler Short Form](#) — web-based, 60 questions
- [Mini-IP](#) — mobile-friendly, 30 questions
- [Paper and Pencil](#) — hand-scored, 180 questions
- [Computerized Interest Profiler](#) — downloadable for Windows, 180 questions

The O*NET IP measures six types of occupational interests:

◆ Realistic ◆ Investigative ◆ Artistic ◆ Social ◆ Enterprising ◆ Conventional

Sociologist John Holland believed that people could be described by one of the six types:

R	Realistic “Building”	<i>Realistic people like active jobs that produce tangible results, and enjoy fixing, building, and repairing things. Building jobs involve the use of tools, machines, or physical skill. Builders like working with their hands and bodies, working with plants and animals, and working outdoors.</i>
I	Investigative “Thinking”	<i>Investigative people enjoy work that involves gathering information, developing theories, and analyzing data. Thinking jobs involve theory, research, and intellectual inquiry. Thinkers like working with ideas and concepts, and enjoy science, technology, and academia.</i>
A	Artistic “Creating”	<i>Artistic people have a great need for self-expression, and enjoy creative work. Creating jobs involve art, design, language, and self-expression. Creators like working in unstructured environments and producing something unique.</i>
S	Social “Helping”	<i>Social individuals like to work with people. They enjoy team work and tend to be nurturing and caring. Helping jobs involve assisting, teaching, coaching, and serving other people. Helpers like working in cooperative environments to improve the lives of others.</i>
E	Enterprising “Persuading”	<i>Enterprising people like selling, managing, and persuading others, and pursue organizational goals and economic success. Persuading jobs involve leading, motivating, and influencing others. Persuaders like working in positions of power to make decisions and carry out projects.</i>
C	Conventional “Organizing”	<i>Conventional people like activities that require attention to detail, organization and accuracy. Organizing jobs involve managing data, information, and processes. Organizers like to work in structured environments to complete tasks with precision and accuracy.</i>

Material adapted from Strong Interest Inventory

Holland believed that individuals are primarily characterized by one type, but often have some interests that fall in the realm of the other types. As a result, people are usually best described by a combination of some of the six types according to the ranking of their interests. Holland developed a code system which used the first letter from each of the six personality types R-I-A-S-E-C. An individual is assigned a “Holland Code” of one to three letters based on the strengths of their interests. For example a person who shows the highest levels of interest in Realistic activities followed by Conventional activities receives an RC code.

For individuals who are looking to expand upon the occupations they wish to explore, they can begin by examining jobs in interest areas that are more closely related to their primary interest area. For example, a person with strong Enterprising interests would be most interested in Enterprising activities. But this individual may also be interested in activities that satisfy Conventional or Social interests.

O*NET IP Features:

- Compatible with Holland's *R-I-A-S-E-C* Interest Structure (Holland, 1985)
 - rich and extensive research history
 - widely accepted and used by counselors
 - easy to use and well received by clients
- Interest items represent a broad variety of occupations and complexity levels
- Extensive and thorough development effort
 - subject-matter expert input during all stages
 - construct validity and reliability evidence
- Can be self-administered and self-interpreted
- Can be used on a stand-alone basis or with other O*NET Career Exploration Tools or with privately developed instruments
- Results can be directly linked to over 900 occupations in [O*NET OnLine](#)
- Completion time approximately 10 – 30 minutes, depending on format.

Remember:

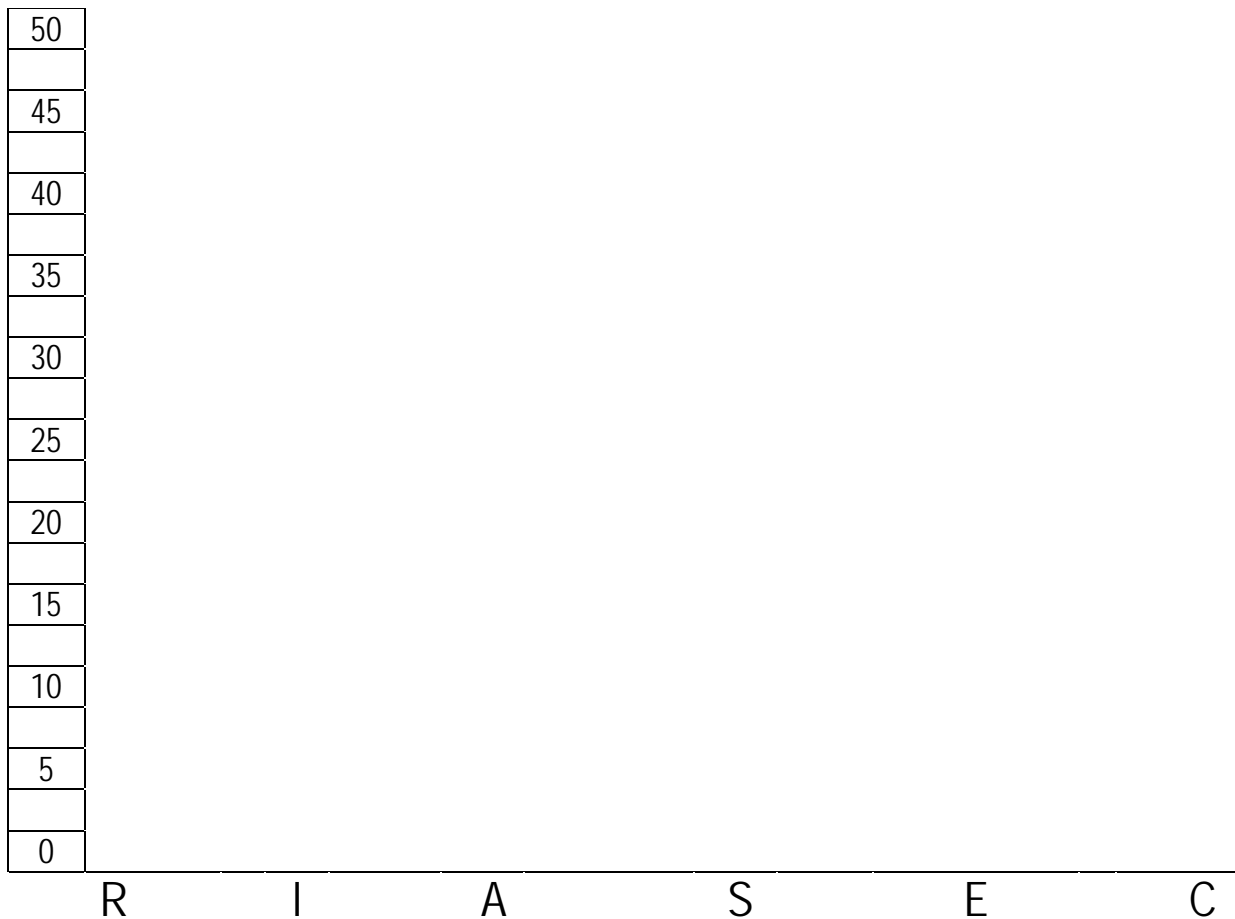
The O*NET Interest Profiler (IP) can be accessed,
at no cost, at this link:

<https://www.onetcenter.org/IP.html>

*[Review the constructs, reliability and validity of the O*Net Interest Profiler.](#)*

Using the grid below, plot your RIASEC scores from your O*Net Interest Profiler Score Summary/ Place a dot across from the numerical score that you have for each of the six types along the bottom. Draw a line through each of the six dots.

Review the results and ask yourself this question: How well differentiated is your personal Holland code?



Abilities: The **O*NET Ability Profiler (AP)** is a career exploration tool that helps clients plan their work lives. The O*NET Ability Profiler uses a paper and pencil format with optional apparatus parts and computerized scoring. Individuals can use O*NET Ability Profiler results to:

- identify their strengths and areas for which they might want to receive more training and education
- identify occupations that fit their strengths

The O*NET Ability Profiler measures nine job-relevant abilities:

- Verbal Ability
- Arithmetic Reasoning
- Computation
- Spatial Ability
- Form Perception
- Clerical Perception
- Motor Coordination
- Finger Dexterity
- Manual Dexterity

O*NET Ability Profiler Features

- The O*NET Ability Profiler must be administered by staff who provide instructions to individuals taking the assessment
- User Guide provided for workforce development professionals
- Flexible administration:
 - It can be administered in individual or group settings
 - It has both paper and pencil and optional apparatus sections
- Computerized scoring
- Results from the O*NET Ability Profiler:
 - Are presented on computer-generated customized score reports
 - Can be linked to the over 800 occupations in O*NET OnLine
 - Are easily interpreted
 - Can be used on a stand-alone basis or with other O*NET Career Exploration Tools or with privately developed instruments
- The O*NET Ability Profiler was developed:
 - Following rigorous scientific procedures
 - With help from customers and leading experts in the field of assessment research, to ensure that it is a valid, user-friendly, assessment tool for career exploration, career planning, and career counseling

Getting Started: The O*NET Ability Profiler consists of several components:

- Instrument Materials
- Administration Materials
- Scoring Materials
- Training Materials

[To administer](#) the O*NET Ability Profiler, you will need both the O*NET Ability Profiler Instrument Materials and the O*NET Ability Profiler Administration Materials.

[To score](#) the O*NET Ability Profiler, you will need the O*NET Ability Profiler Scoring Materials.

Download PDF Files

For a more detailed description of the available files and their contents, please see [O*Net Ability Profiler File Descriptions](#).

For individual viewing and printing

Instrument Materials:

[Ability Profiler Instrument](#) (PDF | 531 KB) - Note: This format should be used only for viewing or demonstrating the Ability Profiler instrument, not when it is administered as a client assessment.

[Ability Profiler Instrument \(Cover\)](#) (PDF | 162 KB)

[Using Your O*NET Ability Profiler Results](#) (PDF | 32 KB)

[Answer Sheet for Manual Data Entry](#) (PDF | 309 KB)

[Part 7 Mark Making Answer Sheet](#) (PDF | 30 KB)

Administration Materials:

[Administration Manual](#) (PDF | 1.4 MB)

[User's Guide](#) (PDF | 896 KB)

[Record of Apparatus Scores](#) (PDF | 18 KB)

[Three-Dimensional Space Cutouts](#) (PDF | 13 KB)

Or download all files at once:

[All Ability Profiler Desktop materials](#) (ZIP | 4.8 MB)

Exploration

Exploration is most effective once the various self-assessments have been completed. You will have a clearer picture of what jobs/occupations best suit you and have a better idea of how to manage your career. Your goal is to gather information in order to decide how best to build your career at any given time.

Through the exploration process you will be able to identify other jobs requiring your values, skills and interests. The process will help you clarify your career aspirations and help you determine if they are realistic. You are also able to validate the growth potential of your current job, and determine other things you can do and other places you can go.

Exploration allows you to research and explore different resources to discover information you need to create a career path that best suits your skills and talents. Establishing your own career path gives you an opportunity to visualize different alternatives, not only upward movement, but lateral movement, downward movement, job enrichment, job enlargement and job rotation.

Do you know that we have more than 30 different lines of business in the city with different purposes, missions, and cultures; all in support of Denver and our citizens? There are approximately 850 different job descriptions which cover almost every occupational group imaginable! That means that we have great career opportunities throughout in the City and County of Denver. Do your research: study the job/position specification which provides a general statement of duties, the knowledge, skills, abilities and minimum education requirements, as well as guidelines, difficulty and decision making levels of the position. CCD's Office of Human Resources (OHR) job website (www.denvergov.org/jobs) will also generate notices and send alerts directly to you that are related to your identified and desired position(s).

Make sure your resume and online application is relevant, accurate and up to date. Take advantage of the resources and tools available through CityU: Navigating your Next Job with the City (www.denvergov.org/cityu) and other tools and resources available on the web.

Networking is a great way to explore opportunities and make connections within the CCD. If you identify a career path you're interested in pursuing, talk to the employees and managers working in that area. After all, we love to talk about who we are and what we do! Find out about their mission; who they serve and why, where do they work, how do they work, what's their current priority and what's in their future? Express your interest in working for that department/agency, and ask if they are willing to tell you more about the position and share advice about the application process.

O*NET OnLine is a web-based application that provides user-friendly access to exploration tools and occupational information to help people seeking first jobs, new jobs, or better jobs as well as those choosing or changing careers.

At O*NET OnLine, you can:

- find occupations to explore
- search for occupations that use your skills
- look at related occupations
- view Summary Reports, including the most important characteristics of the worker and requirements of the work
- use crosswalks to find corresponding occupations in other classification systems; and
- connect to other online career information resources

O*NET's My Next Move is an interactive tool for job seekers to learn more about their career options. The site has tasks, skills, salary information, and more for over 900 different careers. Users can find careers through keyword search; by browsing industries that employ different types of workers; or through the O*NET Interest Profiler, a tool that offers personalized career suggestions based on a person's interests and level of work experience.

While O*NET OnLine offers the widest range of search options and career reports, O*NET's My Next Move is a streamlined application with key O*NET information for job seekers. The guided approach helps career explorers find the information they need without being overwhelmed. Career reports also link back to O*NET OnLine for those interested in learning more about a specific career.

Visit [My Next Move](#) now!

The **O*NET Work Importance Locator (WIL)** and **O*NET Work Importance Profiler (WIP)** are self-assessment career exploration tools that pinpoint what is important to the individual in a job. They help people identify occupations that they may find satisfying based on the similarity between their work values (such as achievement, autonomy, and conditions of work) and the characteristics of the occupations.

The **O*NET Work Importance Profiler (WIP)** is administered by computer. Participants use the WIP to indicate the importance to them of each work need, in two different steps.

Step 1: participants rank order the twenty-one work need statements by comparing them to one another and ordering them according to their relative importance.

Step 2: the work needs by indicating whether or not the need is important independent of the other work need statements. Job seekers receive a profile of their work values that:

1. helps them develop valuable self-knowledge about their work values,
2. fosters career awareness, and
3. provides a window to the entire world of work via the 800+ occupations within [O*NET OnLine](#).

The files for the Work Importance Profiler software and WIP User's Guide are provided below to enable users to download and use the O*NET Work Importance Profiler software. For questions regarding installation, refer to the installation instructions contained in the O*NET Work Importance Profiler User's Guide. (As a convenience, the Computerized Interest Profiler (CIP) software and demonstration versions for a quick view are also included as a part of this download.)

Note: the Work Importance Profiler requires a 4:3 screen resolution, such as 800x600 or 1024x768. Widescreen resolutions are not compatible with the software.

Download:

- [WIP — Software](#) (ZIP | 7.3 MB)
- [WIP — User's Guide](#) (PDF | 3.2 MB)

For more information about the computerized Work Importance Profiler, see the report:

- [Development of the O*NET Computerized Work Importance Profiler](#)
- [Linking Client Assessment Profiles to O*NET Occupational Profiles](#)

When you know more about yourself and your career interests and opportunities, you can then move on to the area of goal setting.

Goal Setting

Goal setting is the process of integrating assessment results and career awareness information into career goals that reflect your vision of what you want in a career. If you have taken the time to do a thorough self-assessment and have built up your career awareness, then you are ready to focus on goal setting followed with taking action.

Goal setting techniques are used by successful people in all fields. By setting smart and clearly defined goals, you can measure your progress and continuously motivate yourself to progress toward the vision you have for your ideal work life. You will be able to see forward movement in what might otherwise feel like a long, pointless grind. By setting goals, and then taking action toward your goals, you will raise your self-confidence.

SMART – This popular acronym can help you write effective goals:

Specific – Aim for a specific, concrete area for your goal or steps. For example, “make ten job search calls following up on my LinkedIn connections” vs. “make some networking connections.”

Measurable – To determine if your goal is measurable, ask questions such as: how much? How many? How will I know when it is accomplished?

Attainable – Goals are most attainable when steps are thought out clearly and allow enough time. How do you intend to accomplish your goal? Which actions follow on other actions? Is the goal realistic given where you’re starting from? It should be a challenge, but also achievable.

Relevant – A relevant goal is one that really matters to you and to the end result. Is it worthwhile? Is this the right time? Does your goal relate to other efforts or timelines? Does it require resources that are currently available?

Timely – A goal should be grounded within a defined time period, both for clarity and to give your action urgency. When do you want to begin? When do you want to complete each task or step?

For additional resources on career goal setting, please visit this O*NET link: [Career One Stop](#)

Below are some additional tips and techniques:

- **Write down the steps:** Write down your career goal and the steps to get there. This will help you remember and achieve each step. Post your list where you will see it often.
- **Set deadlines:** Give yourself a date to complete your goals by. Write the date when you actually finish each step.
- **Reward yourself:** Taking steps toward goals is hard work. Think of small rewards to give yourself when you complete any step, to help you stay motivated.
- **Get some feedback:** Feedback is essential so you may want to find someone to help you stick to your plan: a friend, co-worker, mentor, coach, etc. Share your goals, and check in with them when you complete steps. Having a feedback process encourages motivation, forward movement, and a sense of accomplishment throughout the entire process.

Check out the helpful information and resources in City University at www.denver.gov/cityu

[Managing your Career: Professional Networking Essentials](#)

Take Action

All of the exploration and planning is useless, unless you take action. By now, you probably have several lists of things to do and a plan for managing potential challenges. Now, bring them all together into one overall plan. List tasks in the order in which you must complete them and set deadlines for each task.

You may want to consider:

- Marking tasks on a monthly calendar, noting important dates such as application deadlines
- Crossing off tasks as you complete them
- Asking a friend to check on your progress – you are more likely to get things done if you know you'll be asked about it!
- Rewarding yourself for completing major tasks; give yourself some guilt-free time for an activity you really enjoy.

For most people, a career decision is a complex mix of practical, logical and emotional factors. From your research, you may have discovered that additional skills and/or education are required to give you a competitive edge. If you need to attain new or additional skills to make it to the next step, consider volunteering for projects that might help fill the gap. Or, you may decide to take a professional development course. Identify all of the various factors that may influence your decision. Use a decision making tool such as a force-field analysis to help you weigh the pros and cons of the options, and then prioritize. Another method would be to speak with others whose opinions you respect and trust.

Resume building with O*NET information and resources:

Why are resumes important? Job seekers introduce themselves to potential employers through resumes, showcasing their accomplishments and skills to potential employers and highlighting why they are a good fit to the advertised position. A good resume can open the door to a job interview and may look simple, but requires thought and work. A well-written resume:

- Represents and features the job seeker's qualifications and relevant experiences
- Shows the job seeker's understanding of the working world and the importance of demonstrating qualifications
- Illustrates that the job seeker cares about getting a job and is serious about his or her job search

Types of Resumes: Typically, there are [three types of resume formats](#) (chronological, functional, and combination resumes) which highlight resume keywords and action verbs.

The table below describes and gives the pros and cons of each. Use it to decide which is best for you.

	Chronological Resume	Functional Resume	Combination Resume
Overview	Lists your work history in reverse order, starting with your current or most recent job and working backwards.	Focuses on skills and strengths important to employers. Omits specific dates, names, and places. De-emphasizes a spotty work history.	Blends the flexibility and strength of the other two types of resumes.
Advantage	Easy to write. Emphasizes steady employment record. Employers like to see job titles, level of responsibility, and dates of your work history.	De-emphasizes a spotty work history. Allows you to highlight specific strengths and transferable skills that might not be obvious when outlined in purely chronological order.	Shows off a strong employment record with upward mobility. Show how the skills you have used in the past apply to the job you are seeking. Emphasizes transferable skills.
Disadvantage	Calls attention to employment gaps. Skills can be difficult to spot unless they are listed in the most recent job.	No detailed work history. Content may appear to lack depth. Disliked by many employers. It makes them think you may be trying to hide your age, employment gaps, lack of relevant experience, lack of career progression, or underemployment.	Work history is often on the second page, and employer may not read that far.
Best Used	To emphasize past career growth and development in the same career. Or when the name of a former employer may be significant to prospective employer.	To emphasize transferable skills you have used in volunteer work, paid work, or coursework. Use this or a combination resume if you are a new graduate, have limited work experience, are changing careers or doing freelance work, or you do not want to call attention to your age.	To show off your skills developed throughout your work history instead of the specific positions you have held. Use when you are making a career change and names of former employers may not be obvious to prospective employer.
Don't Use If	There are gaps in your work history, when calling attention to your age could be a problem, you have changed jobs often, or you are entering the job market for first time or after a long absence.	You want to emphasize growth or development or if your duties and responsibilities in recent jobs were limited.	Your experience is limited, or there are wide gaps in your work history.
Resume Examples	Work-to-Work : for switching jobs Career Profile : for switching jobs Blank Worksheet : develop your resume	Work-to-Work : for switching jobs Blank Worksheet : develop your resume	Work-to-Work : for switching jobs No Paid Work Experience Blank Worksheet : develop your resume

[What to put in a resume?](#) Make sure your resume contains everything an employer needs to be convinced that you are a good match for the position.

A complete resume includes the following sections:

- Contact information should be placed on top of your resume. It should be easy and quick to read.
- Name and address
- Email address. Avoid using unprofessional email address such as banana buns or hottie4u.
- Phone numbers. Remember to check your outgoing voice mail message for loud background music, slang, or improper language.
- Include the address for your website or online portfolio.

Sample Contact Information

Penny Lane
1234 Colorado Avenue
City, Colorado 99999
303.123.4567 (home) * 303.891.0111 (cell)
plane@email.com
<http://www.plane.com>

Objective Statement: An objective statement clearly states the purpose of your resume. Not every resume has this. Use it to let an employer know your specific job or career goal. Tailor your objective to the type of job to which you're applying. If you decide not to include it in your resume, be sure to state an objective in your cover letter. Example: "To obtain a challenging position as an administrative assistant in the management services industry."

Summary Statement: A summary statement grabs the employer's attention by highlighting your qualifications. It is used in place of an objective statement. An employer may not read your entire resume. A summary will give them a snapshot of your work experiences, achievements, and skills. To be effective, it should be very brief (4-5 lines of text). It should also be written for the position you are applying for. Example: "Resourceful planner/coordinator with extensive knowledge of inventory control and online inventory systems. Recognized by management for innovation and initiative in implementing JIT techniques as well as interdepartmental communications and supervisory skills."

Employment History: You can present your work experience in a variety of ways. The most straightforward way is the chronological format. List your current or most recent job, and work backwards in time. Include your job title, your employer's name, the city and state in which it is located. Also list the start and end dates (month and year) of your employment. For each position, add a summary of your responsibilities and accomplishments.

Administrative Professional (January 2009-Present)

ABC Management Services, City, CO

- Supported three department managers with word processing, scheduling, and office management.
- Trained staff in company values and customer service skills.
- Generated reports and presentation to summarize company activities on a monthly basis.

Education: List your educational accomplishments, starting with your most recent or highest degree. Include the name and location of the institution attended, your degree, and field of study/major.

Other relevant information: Include information that relates to the job for which you are applying. This may include memberships to organizations, volunteer work, military experiences, computer skills, awards, and hobbies. Avoid mentioning religious, political, or controversial affiliations unless they directly relate to the job you want. Use keywords in your online resume to get it noticed.

Resume writing tips:

- Build a resume that highlights your skills and also grabs the reader's attention.
- Don't include references on your resume. Employers assume that you can provide them with these if they want them to use in their decision-making process.
- Advertise yourself: Have you ever seen an ad or flyer that really caught your attention? Did it provide key information? Design your resume as an ad that makes the employer want to learn more about you.
- Focus only on the qualifications, skills, and occupational goals that are related to the position to which you're applying.
- Create several versions of your resume; this allows you to highlight your qualifications for different types of jobs.
- Describe your qualifications using measurable outcomes and specific accomplishments.
- Do not make statements that you cannot prove.
- Use "I" to refer to yourself.
- If you accomplished something as part of a team, say that, and be prepared to tell the story of your contribution as a team member to the overall accomplishment,
- Keep it brief (1-2 pages: your resume is an overview of your qualifications, not your life story.
- Correct all typographical, grammatical, and spelling errors.
- Maintain an eye-appealing visual layout.
- Keep it neat, well organized, and professional.
- Include a cover letter when mailing your resume. It makes your application more personal. It also demonstrates that you are seriously interested in the job.
- Avoid mention of salary expectations or wage history.

Make sure your resume is readable and scannable: Often, organizations do not have the resources to review all the resumes they receive. Large employers use electronic resume scanning systems that look for specific keywords or phrases. They use this to match your resume to the minimum requirements for the position.

Your resume will have a greater chance of being read if you follow these tips:

- Give priority to the skills on your resume; scannable resume systems are designed to look for skills.
- Use headings to draw attention to different sections of your resume.
- Use bullets to breakdown blocks of text to highlight details and make your resume easier to read.
- Use spacing consistently.
- Use keywords for skills and occupation-specific requirements.
- Use large margins and plenty of white space.
- Use bold sparingly and consistently.
- Use no more than two fonts and use them consistently. However, do not use a font size smaller than 10 or larger than 14.
- Use 8 1/2" x 11" high-quality paper.
- Do not use italic or underlined text.
- Do not use graphics or shaded backgrounds.
- Do not staple or fold your resume. Send it in a flat white envelope.

You've polished your resume, now what? Use these tips to get the most out of your job search efforts.

- Once you have a solid resume, your job is to get it out there and to the right people.
- Give it to every employer you meet even if they are not currently hiring.
- Upload it to online job banks.
- Give it to networking contacts who can be on the lookout for job opportunities for you.
- Give it to your references; it will help them talk to others about your qualifications and find job opportunities for you.
- Send your resume to people, not places.
- Avoid sending the resume to a job title (such as "Production Manager") or to a place (such as "Human Resource Department"). Find out the name and title of the appropriate person to send it to.
- Send your resume to where you are asked to send it; if asked to send your resume to Human Resources, do so. Also send a copy to the person in charge of the department in which you want to work.
- Send your resume with a cover letter - never send your resume by itself; your cover letter explains your intentions in details you are not able to include in a resume. And it just looks more professional.
- Don't mass mail your resume; mass mailing your resume to as many employers as possible is not an effective strategy.
- Find out if your resume will be scanned.
- Also thoroughly and thoughtfully complete the application, if included in the announcement or notice.

This information is often noted in the recruitment notice, job announcement or included with other information about the employer. If you don't know, call the employer to ask.

For a listing of all resources and tools provided by O*NET, go to [O*NET Academy](#)

Last, but certainly not least: Follow up after sending your resume; call the employer because it doesn't work if you do not follow up on your efforts. Be courteous, professional, and sell your qualifications. Ask for an informational interview, if it is appropriate. If you are not getting responses or interviews, it would be a good idea to review your resume. Or, ask a trusted contact to review it and give you feedback. The true test of an effective resume is that you are offered interviews.

Check out the online courses, books, job aids, videos and other free tools and resources available to City and County of Denver employees at www.denvergov.org/cityu

Interviewing tips: Before you schedule your next job interview, be sure to review *Monster's* Catherine Conlan's list of the six worst things to wear for a job interview.

When you're invited to a job interview, one wrong move can blow your chances. Even wearing the wrong thing can distract an employer from your polished resume and outstanding experience.

#1. Ill-fitting clothes: If you haven't worn your interview outfit recently, you might find it doesn't fit the way it used to. Don't try to pull it off, though. You won't look your best and you won't feel comfortable -- and it will show. "Better to wear an outfit that is tailored to suit you, rather than anything that feels or looks too tight or too short," says Stacy Lindenberg, owner of *Talent Seed Consulting*. "It may not only give the wrong

impression, it may also be distracting. Tugging at your skirt hem, for example, is another distraction that takes away from the focus on you and your skills.”

#2. Overly casual clothes: Even if you’re interviewing at a laid-back workplace, it’s still possible to take the casual concept too far, says Trevor Simm, founder and president of *OpalStaff*. “Do not wear jeans, tennis shoes, shorts, t-shirts, hats, flip-flops, or any garments with messages or brands written on them,” he says. “For men wearing a suit, do not wear loud, obnoxious colors, busy-printed shirts or overly patterned ties.” Take the conservative approach, and save the fun stuff for after you’ve got the job.

#3. Anything distracting: There’s a fine line between standing out and wearing something that’s just distracting. In the interview process, you should err on the side of caution and tone it down. “Better to choose subtle patterns over brighter ones, and dark or neutral clothing versus neon colors or anything distracting,” Lindenberg says. “You should be the focus of the interview, not your clothing.” Simms adds, “Women should not wear anything too revealing or low cut. No platform heels, no sun dresses, nothing too trendy. Make up and jewelry should also be toned down. For men and women both, it’s generally a good idea to stick with the basics: a black, blue, or grey suit and the associated conservative accoutrement.”

#4. Excessive accessories: You might like to make a statement with your jewelry, but the job interview isn’t the time to do so, says Annette Richmond, executive editor of *Career Intelligence*. “Stay away from jewelry that jingle-jangles, which can be very distracting for an interviewer.” Experts advise against wearing perfume and cologne as well. “You may feel like something is missing when you refrain from wearing your favorite fragrance, but this is one more thing that can be distracting during the interview,” Lindenberg says. “In addition, many people have sensitivity or allergies to fragrances. Play it safe!”

#5. Something very different from what the Interviewer suggested: It’s a good idea to ask about what’s expected of you when you’re setting up a job interview. “Always ask the point person that set up the interview for advice on what to wear,” says Carl Sharperson, vice president of *Kidder Group Recruiting*. “If you wear something that is significantly different than the instructions that you were given, then you stand a good chance of turning off the interviewers.”

#6. The obvious: “Never attend any interview with ill-fitting, sweat-stained, smelling like smoke, dog or cat hair covered clothing that looks like something you slept in,” says headhunter Michael Mayher. “Never wear the same ensembles you would wear out to a bar or nightclub with your friends.” Mayher also says “ridiculously sculpted fingernails on women and pointy shoes and contrasting socks for men are no-nos. When in doubt, overdress for the first interview,” he says. “If you’re an adult and need to be told these things you probably are not right for the job.”

For direct access to the tools, resources, and information referenced in the Guide:
Navigating Your Next Job with the City: log on to www.denvergov.org/cityu
Find and open the *Featured Topics* drop-down box on the left-hand side of the
CityU home page and click on the link *CCD – Navigating Your Next Job with the City*.

This document and other resources can be found at
www.denvergov.org/humanresources
or email training@denvergov.org