



YOUR HR BUSINESS PARTNER

800 Menlo Avenue, Suite 220

Menlo Park, CA 94025

Phone: 650.614.0220

Fax : 650.614.0223

www.vfandco.com

Do-It-Yourself Outplacement Kit For Harried HR Professionals

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Introduction

Whether you've got lay-offs coming up or are just looking to reevaluate your current service offerings, here is everything you need to know about the outplacement business, from the firms doing the work to the services they provide to the How-To's of providing outplacement services yourself. The purpose of this kit is to help you discern whether or not you should request a budget for outplacement services for your affected employees, help you understand exactly what services an outplacement firm would perform if contracted, and explain how best to work in conjunction with them. This kit can also teach you what outplacement activities you can perform yourself to help your affected employees, if you determine that this is the best way to go.

Why did I write about outplacement now?

For the past 15 years, I've been involved in the business of outplacement and career transition. I started out of graduate school with Drake Beam Morin (DBM), one of the world's largest outplacement and career management firms, and was responsible for job development for a large group of scarily unemployable technology professionals who did not even know how to use a PC (this was 1993—they should have known). A lot of them were really only qualified to be restaurant hosts, at best. To start out with such a difficult group influenced me tremendously around the employer's and the employee's responsibility for continuously refining the employee's employability, since companies could no longer guarantee employment. At DBM, I was trained by what would turn out to be the best manager I'd ever work for in my entire career: a quiet, disciplined, humorous woman who taught me much of what I know about career development, career transition, and outplacement. In those days, for job development you were handed the Book of Lists and a telephone, and had to make magic. A humorous note: we had no budget for artwork for the huge career center we worked in, so my manager and I photocopied pictures from greeting cards onto foils, and then shone them onto large pieces of butcher block paper and traced and colored them. Talk about low budget!

I then worked for a regional firm as a career transition trainer, outplacement consultant, and also ran their job development. There, I refined my philosophy on the role of the outplacement consultant. My consulting firm was interested in "graduating" outplacement candidates after a certain number of days or weeks by focusing on "empowering" them to do their own job searches. This meant limiting the amount of time individuals could access our service for in order to save money. To me, it seemed akin to a hospital turning away emergency patients. I decided to start my own outplacement business and offer unlimited assistance to everyone who needed it. I started Career Campaigns, Inc., sold it after a year, and then started Valerie Frederickson & Company. For 13 years, we have kept our eyes and our focus on the end result of making a lasting difference in the lives of individuals through the work we do in corporate settings. For outplacement, it often means forgetting about teaching or empowering candidates, and instead, just doing their resume, picking up the phone, and getting them a new job quickly. A win for everyone involved.

Now, VF&Co is still involved in terminations, lay-offs, downsizings, career transition, and also the much more fun world of executive search, placement, HR consulting and contracting. With the economy the way it is, I wanted to give a gift back to the HR community. Teaching you my

secrets about how to do outplacement well, for those times when you cannot afford an outside vendor, is my way of giving back. I hope you find it helpful, insightful, and interesting. I have not pulled any punches here nor cleaned it up to make it palatable for all. It's the raw deal: the best I have to offer.

Pre-Termination and Notification Planning Stage: General Circumstances, Employer Risks, Roadblocks to New Employment, Fears and Confidentiality

General Circumstances and Employer Risks

Before any layoff or termination is announced, companies contact an outplacement firm. The outplacement firms partner with the employer's HR representative to learn about the particular circumstances of the layoff or individual termination, and to help identify potential risks to the company. The information required includes the typical (five W's and an H) Who, What, When, Where, How and Why questions: who is getting laid off; what are their job titles; how long have they been with your company; where are they located; why is their employment being terminated; when is the target date; why are these the selected employees (the selection methodology you used is often discussed); and finally what issues do you anticipate for them individually or collectively. The issues include employees not getting new jobs quickly and staying on unemployment, increasing your insurance costs; employees being unemployed for periods of time, suffering financial hardships and perhaps losing their homes, etc.; employees being angry and suing or at least taking up quite a bit of your time in stressful negotiations; surviving employees being upset and worried and not productive; and the company getting bad press about the layoffs.

Roadblocks to New Employment: Assessing and Preventing Problems Before They Happen

Additionally, an experienced outplacement consultant will set up time to discuss with you, the HR representative, potential roadblocks to each individual employee's success in completing a rapid career transition from your company to a new employer. Having these discussions allow you and the outplacement consultant to look at different scenarios and imagine how each person will do, both when immediately notified, and then later on during the job search. This information will help you determine what services each employee will need, for example, communications coaching or interview preparation, or resume editing. You can save money by providing only the specific services each candidate needs, or by providing a budget for a menu of services from which candidates and their consultants can select.

Coming Across Poorly

There are vast differences in how people respond to job search situations. Some individuals are able to set aside hard feelings, put on a happy face or at least a professional demeanor, and jump into their job search. Others need quite a while to process what has happened to them and may be either reluctant to start putting themselves out there in a job search, or may be quite ineffective at it. Candidates who are unsuccessful in their job searches often present themselves poorly over email, phone, and in person, coming across in various negative ways. These candidates may also send out unattractive resumes or blow hard-earned interviews. The most frequent mistakes are in how they come across. The feedback others have will often be phrased in the following general ways: “boring, inflexible, self-centered, officious, talking too much, or simply out-of-touch.” While these descriptors may sound severe and hurtful, the good news is that one can be coached to come across very differently. I’ll talk more about this later on in the coaching section.

No Jobs Available

When numerous layoffs are going on in your community, or one particular employer is doing very large reductions, you might have a situation where there are no directly transferable jobs for your laid off employees, either because an entire industry is downsizing, a technology is rendering obsolete a certain skill-set, or there simply are not enough jobs for everyone who wants one. Additionally, you may have large numbers of long-term employees, who, although they worked successfully in your corporate culture, may be bad fits or perceived as bad fits for other cultures, often because they are perceived to need too much support to get their jobs done, or are considered too “big company.” In this circumstance, you may need to help large groups of long-term employees reinvent themselves. This is not easy and is quite time-consuming, and involves changing their mindsets. Examples of this are the IBM lay-offs of the 1990’s, or the HP layoffs going on now. These employees tend to be middle-aged, highly paid, and often fear, rightly so, that their jobs will be replaced by younger workers or their jobs will be filled off-shore. So, most of them will be unable to get comparable jobs at even 50% of what they were making. The question, then, for their employers is how much responsibility should they take for the unemployability of their former valued employees?

Special Circumstances

With just about every layoff I have ever worked on, there have been special circumstances apart from either poor personal presentation or unemployability that affect at least one employee from each layoff from going out and securing a new job. Often these have to do with illness. I find that there are a lot more employees with depression, cancer, nasty divorces, severe financial difficulties, and disabled children than anyone could ever imagine. Outplacement consultants get philosophical about this, knowing that there is a correlation between low performance and these special circumstances, but not knowing which came first.

It helps if you can identify your special needs employees and discuss in detail with the outplacement consultant the best ways of engaging with these individuals. Almost always, other employees, including the company's receptionist and any informal leaders, will approach me and inform me of certain employees who are in really difficult circumstances and need extra attention. What I do is treat these employees a bit differently, and customize both the level of service and the approach I use for each of them. This is both a challenge for me, and a joy. It allows me to do what I view truly as "God's Work."

Fears and Confidentiality

It's best to get an outplacement consultant or firm under a NDA before entering into these types of confidential conversations, and to make sure that you are working with a licensed career counselor or psychologist, both of whom are trained to deal with the overlapping areas of personal problems and career problems. Additionally, both career counselors who have master's degrees in Counseling Psychology and psychologists are both trained to look for symptoms of, and to assess for, depression, severe anger, and even suicide. They know when to be sympathetic and when to insist that an employee see their personal doctor and get a referral to a psychiatrist, and when to warn the employer or call the police. The two ultimate nightmare situations human resources executives dread with layoffs or individual terminations are an employee committing suicide, or a former employee coming back to the job site with a gun and killing people. These obviously rarely happen, and usually there are signs beforehand, such as statements about killing oneself or others, or other employees informing management that they are scared and that this employee has guns. And, here is where I recommend that you not cut corners. Use highly qualified, licensed career counselors or psychologists, and do not settle for executive coaches or people with backgrounds in either human resources or staffing. I've seen executive coaches in situations way over their heads, dealing with severely psychologically disturbed individuals, in denial stating, "I can handle it" when they had no idea what they were even dealing with.

You can sometimes use your EAP provider for emergency services over the phone, but I find that nothing replaces an in-person meeting.

More on Confidentiality and Customization

Sometimes less experienced HR professionals get concerned about employee confidentiality, and are reluctant to disclose information to their outplacement firm, sometimes not even wanting to share the names and phone numbers of their affected employees. My advice is to make sure that you are dealing with a reputable firm, get them under an NDA, and then treat them like any other vendor. Tell them exactly what is going on, and give them enough information to be able to understand the situation and give you their best possible advice and feedback. I have often recommended customizing outplacement programs to suit the special needs of certain candidates, and the clients have been very successful with the results. This would not happen if I didn't know what I was dealing with.

An example of this is one particular outplacement candidate with whom I worked in the mid 90s who was considered extremely high risk to his employer. His employment was being terminated

due to bad performance, not due to a reduction-in-force. His employer's VPHR, who handled the termination personally, reported that his long-term partner had just broken up with him, he was thought to be depressed, the employer was concerned that he may have had a life-threatening terminal illness, it was perceived that without a job he would quickly lose his home, which he and his former partner had just purchased, and, too boot, he was in a protected class. The timing for terminating his employment was not ideal, but due to a major error on his part, had to be done at that time. The VPHR shared with me all of her concerns, and allowed me to work with her to customize a package for this employee that provided ample counseling, job development, and social support—along with health insurance continuation (the equivalent of paying for someone's COBRA coverage today). I worked closely with this candidate for a period of months, and really helped him through a time of personal and career crises. I'm proud to say that 13 years later he and I are friends, and most importantly, he has been able to rebuild his career and his life, and is now a successful VP at a software company and in a long-term, stable relationship.

Pre-Termination and Notification Planning Stage: Written Communications, Manager Training, Package Design

Personal Experience

I was doing a 65-person lay-off in Santa Clara a few years ago, and dropped off a box of letters for the CEO's EA, who was putting together notification packets for each employee. This was a very experienced EA, who had seen "everything" as far as RIFs were concerned. She was surprised to see that I had taken her spreadsheet and printed out personal letters addressed to each to-be-affected employee, and had not only hand-signed each letter, but had also written a personal note to each employee on the bottom. In her opinion, these personal touches would mean a lot to her employees. She said that in all her years of doing termination packets, she has never seen personalized letters. I think you should insist on details like this in your reductions-in-force.

Customization and Individual Access

Letters

My attitude toward employee communications surrounding termination of employment is, "If you hired them individually, you should fire them individually." This means handling the communications in a way that not only protects you legally, but will make your employees feel as good as they are going to feel in an unpleasant situation—or at least try to not make them feel worse! Your outplacement firm should help you with that. They should produce individually addressed letters to each candidate, welcoming them to their outplacement program, describing the services in detail, and informing them of their first meeting or workshop. These letters go into the notification packet.

These outplacement firm welcome letters should come from an actual person whom the candidates can call and talk to about whatever is on their minds: changing their scheduled first

meeting (just because they're out of a job doesn't mean that they are available next Tuesday at 11:00 am...), getting more information about the program, asking questions about their job search, discussing COBRA benefits, unemployment insurance, the mortgage they just applied for, etc. If they can call and have access to an expert who gives them thoughtful, timely answers and advice, they will be able to calm down and feel good, at least about the outplacement services you've provided them. During these initial phone calls (or in-person meetings, if we are on-site doing "take-outs,") I've been asked everything from what do I think of an offer that the employee already has in hand, to how can they sue the employer, to should they tell prospective employers that they have cancer, to how should they approach criminal and credit checks.

Manager Notifier Training

One of the jobs I don't like is telling an employer's managers how to notify their employees that their jobs are being eliminated. I don't like it because I feel it's such a personal situation to each employer, each manager, and each individual employee. Having an outside outplacement professional, whose focus is on what the affected employees will say to that consultant when they come in to let off steam, tell you what to tell your managers to say in a notification is only giving them part of the story. And, I find that outplacement consultants usually stick too much to the party HR line when doing notification coaching. Yes, you do generally want to thank people for their contributions, tell them that you're sorry, say that you appreciate all they've done, and discuss the finality of the business decision. But, I've found that a large dose of sympathy and discipline can go far in not flaring up a situation. I like to get managers to think back to when they've been rejected for something, be it in sports, getting laid off, or having a boyfriend/girlfriend break up with them. How would they have liked it to go? What worked? What do they remember even years later?

When to Notify

Outplacement firms tend to recommend notifying early in the week, and early in the day. The idea is that this way the employees won't go home and stew all weekend. I think this idea is antiquated. First of all, almost all of us have cell phones, PDAs, laptops, Gmail accounts, and text messaging. We can reach out to our friends and colleagues 24/7—whether it's a workday or not. Second, have you ever had to do terminations first thing in the morning? It ruins your sleep the night before, and often the person you want to notify is not even there. Why not just pick the time of day and day of the week that makes the most sense for you? This way, you can take care of your own needs and be in a much better position to be gracious, compassionate, and strategic in your notifications.

History of Outplacement Services

In some ways, the world of outplacement is just the same as it was when I left graduate school as a new career counselor and went to work for Drake Beam Morin, one of the world's largest. Back then, we counseled, wrote resumes, arranged job fairs, contacted employers and asked for job descriptions, and presented candidates to local companies. Because this was more or less before the Internet, I kept two administrative coordinators busy full-time photocopying job leads and updating them in binders. Candidates would have to drive to our career transition center and thumb through these binders, looking at every company in alphabetical order, and then reading every, single job description in order to see if there was one that might interest them. When we were not spending time processing faxed open requisitions, or trying to find out who was hiring by literally cold-calling companies and asking them to fax over their open requisitions, we struggled to counsel often almost-unemployable candidates, including some who had been at one large technology company for 37 years and appeared to not have completed any work in a decade!

The components that make up outplacement packages have not changed that much, but the mix of services has, as candidates have become more and more sophisticated. What goes into the general mix these days is the following:

Package Components

- Counseling Parts I and II
- Guided self-assessment
- Job search strategy design
- Resume preparation
- Job development
- Compensation research and negotiation advisement

Let's look at these components individually.

Counseling Parts I and II:

Counseling literally means “professional guidance in resolving personal conflicts and emotional problems.” In career transition and outplacement, this covers a wide range of issues and activities, including psychological, emotional, career development, financial, and family issues, plus self and other assessments and triage-type counseling up front. I'll break these down so that you can see the individual parts that counseling deals with. The counseling activities are what I trained for in graduate school, so you'll see me speaking in the first person in this area, since it excites me so much!

Counseling Part I: Triage/In-take: **On-site “Take-Outs”**

The first thing I do with any new outplacement candidate (we call them candidates because they are candidates for new jobs; the term client we reserve for the corporations paying the bills) is reach out to them and attempt to engage them in speaking with me. If I am doing on-site take-outs, then it's easy. The HR representative of the employer simply brings the employee whose job in being terminated into a room where I am waiting, and I talk to them. Take-Outs are stressful for the Outplacement Consultant because we wait in a room, never knowing what the mood will be of the person who will enter. Will he come in angry, waiting to take whatever we say and throw it back in our faces? Will she come in crying, unable to even look me in the eye and talk to me? Will he come in but blow me off, saying "I don't need this; I already have a job!" whether or not it's true? Will she look at me and hate me on site, and be sarcastic and uncooperative?

No matter how the candidate responds, I have to have my tactics in place in advance, and stick to them. Otherwise, I could get side tracked by a strong response and not get business taken care of. The business matters include conducting a quick yet thorough assessment for anger levels and see if there are any obvious triggers for hurting themselves or others; finding out if they have anyone to go home to and call who can provide emotional support; giving them the time to ask questions and get them answered; telling them about the outplacement program in detail; gaining their commitment to show up for the first outplacement meeting.

My psychological strategy for the meeting is to start transferring their primary relationship from their former employer onto one they can hold with me temporarily until they either find a new employer (preferred) or at least build some job search support relationships. Transferring the relationship helps take anger away from the employer and dissipate it. I don't want candidates staying angry at their former employers, and taking up time attempting to sue them or renegotiate severance packages.

My PR strategy is to get them to be able to explain to their family and friends and co-workers that, yes, they have lost their job, but that the company is paying for them to get help in finding the next one. Hopefully they will go over some of the details of the program with their loved ones, and let them know that they are scheduled to attend a workshop or to have a private meeting. This goes far toward getting them and their loved ones past the anger/bad situation phase, and onto the process/rebirth stage.

About 1/3 of the time in these meetings, the candidate will have either an HR question, an unemployment insurance question, or a legal question. None of these I provide answers for, even if I know them, because I need to stay in my neutral role. I do refer them back to the employer, or to various websites, or sometimes to other resources. Often candidates will ask me if they should sign their wavers, or if they should hire an attorney. You have to have a calm yet strong sense of your role to stay in a neutral middle ground here, and to not take sides. There are two sides to any story or any interaction, and my view is that they are usually all true—concurrently.

Often candidates will ask me extremely specific and seemingly random questions relevant to themselves or their careers. Questions like, "I'm in second rounds of interviews at Nvidia. How many stock options should I be getting?" or, "I don't think the company is paying me enough severance. How many weeks should I get and can you recommend an employment attorney?" or,

“Now that I’m laid off how can I get government funding to pay for my networking certifications?” These are obviously questions that an outplacement consultant either often cannot answer, or would not want to answer. But, if you don’t, then you’re blowing your chance to really “consult where the client is,” which is very concerned about their personal situation and wanting expert opinions and advice. The problem is, apart from the fact that you may not know the correct answers to their questions, is that you’re going to have on two hats at once, and while wearing each hat you’ll probably want to have a different version of the answer. You’ll be damned if you do, damned if you don’t. The problem is really about who the client is, and where your loyalty lies. The best way to handle this is by communicating upfront about the issue and spending more time discussing your relationship and what help you can and cannot provide, and then reflecting back to the candidate or meta-communicating that the issues they are bringing up are outside of your areas of relevance. Be careful to not come across as rigid or preachy, or the candidate will lose respect for you and turn off. Sometimes it’s best to take a risk and answer the questions honestly, even if you have to preface the answers. The upside to this is maintaining the trust in the relationship and gaining further respect by being able to answer a question or provide an opinion. The downside is that you may end up feeling conflicted and hoping that your answer will not be repeated.

Regarding the details of the outplacement program, I want the candidates to understand clearly that their employer has engaged my firm and has paid for my services in advance because the employers want to help the candidates and they feel so strongly that outplacement consultants can help those candidates get new jobs sooner. I go over the components of the OP program in some detail, and make sure that each candidate knows something about my professional background, since candidates want to know the individual behind the job, and want to know if their consultant’s expertise is relevant to them and their industry niche or job function. I usually tell them that I am a licensed Career Counselor, and have done OP work since the mid 1990s, and have worked with 100s of professionals and executives like them. I let them know that I am a neutral third party, paid for by their employer, but here to serve them. I discuss confidentiality and any reporting that the employer has arranged for.

Counseling Part II:

At all times when I’m working with a candidate, I’m focusing on the therapeutic aspects of counseling. What I’m working to achieve, in addition to helping the individual find a new job, is giving this person an enhanced sense of who he or she is, and some enlightenment about whom s/he is on the job. Who they are on the job can also be viewed as how they show up for work. How they are perceived. What it is like to work with them. What they are good at. How they still need to develop. This spills over into the assessment work we do. Usually I add other goals to my counseling work, like helping the candidates to heal any wounds that they may feel from having been let go, or helping to rebuild their self-esteem through validation and market feedback.

To figure out what each person needs, I start off with what I know about them already, and then layer on more and more information as I get it. I take information from all available sources, and add how I am experiencing them. Are they smart? Self-confident? Arrogant and hiding their feelings? Are they even able to identify their feelings? What are their values about themselves

and about consultants like me? Where are they now in terms of the emotional stages of the transition?

Assessments:

To quote the company that produces the most widely-used career tests in the world, “Effective career counseling begins with assessing your clients' and students' interests and personality.” It’s true: you have to know and understand a person before you can counsel them in any particular direction. Psychological tests are called “instruments” or “inventories” by the professional community. I think it’s important to use outplacement consultants who are truly qualified by professional, unbiased third parties to administer and interpret a wide variety of psychological, personality, and skills and interest inventories and assessment instruments. It’s important because damage can be done by administering statistically invalid, unreliable, incorrectly normed, or wrongly chosen instruments. Garbage In-Garbage Out can mean that you end up, from a position of authority and credibility, telling someone wrong information about themselves, or scaring or upsetting them by telling them something about themselves which either isn’t true or should not be shared. Certain instruments, like the Enneagram, have not been proven valid through rigorous, impartial statistical testing. They can be used for fun, but should not be considered a cornerstone of testing for career development. Other instruments are too psychological in nature, such as the MMPI, and should only be utilized by licensed psychologists or psychiatrists for clinical diagnosis, and should absolutely not be used in a career counseling setting.

The right instruments to use are a group of instruments and inventories that allow the candidate to self-report on such critical and colorful areas of aspects of his or her personality, such as the Myers Briggs Type Indicator, the world’s most popular assessment tool; the Strong Interest Inventory, the traditional career assessment tool that predicts in what careers individuals will be happiest by comparing their answers to people of similar demographics who are happy in their jobs; and the Campbell Interest and Skills Survey.

What works well, when you feel that your candidate would benefit from the introspection, support, and validation that career assessment can provide, is a combination of no less than two and no more than four of the tools below. A licensed Career Counselor or a licensed Psychologist with a strong background of professional development in career development theory and practice will prepare the candidate in advance for the testing and provide detailed instructions on how to take the instruments and what kind of mood to be in and what kind of focus to imagine yourself in while taking them. This professional will then gather the completed tests and check them for completion. After either scoring them him or herself, or sending them away to be scored, the professional will then plan out what information to share with the candidate, and how to present it.

Getting information on the results of your tests should be a warm, welcoming, validating, and introspective experience, kind of like seeing yourself from afar and near in a series of mirrors featuring accurate yet flattering light. It should feel like a strong, mature, and caring aunt has taken you by the arm and is supporting you while you look at yourself, helping you to get to know and appreciate yourself better in order to become a better, happier person. Testing should

not feel like you are being labeled, judged, or told to change. And, the information gleaned from the results should only be brought up at appropriate times, which do not include throwing information back in the candidate's face when he blows an interview or has bad luck in the job search. The information can be brought up later in a context of decision-making over various career paths or options to choose from.

Below is a list of my favorite and most recommended career development-oriented Assessment Inventories:

MBTI: The *Myers-Briggs Type Indicator*® assessment is the best known and most trusted personality tool available today. From developing more productive work teams to building closer families, the MBTI can improve the quality of life for anyone and any organization. After more than 50 years, the MBTI instrument continues to be the most trusted and widely used assessment in the world for understanding individual differences and uncovering new ways to work and interact with others. More than 2,000,000 assessments are administered to individuals annually—including employees of many Fortune 500 companies.

The MBTI family of tools reaches across the globe in 21 languages to help:

- improve individual and team performance
- nurture and retain top talent
- guide career development and career selection
- develop leadership at every level of an organization
- reduce workplace conflict, and
- explore the world of work

I like to start out with the MBTI because it focuses on how you make decisions, process information, react to situations, and communicate.

CISS: The Campbell Interest and Skill Survey (CISS) measures self-reported vocational interests and skills. Similar to traditional interest inventories, the CISS interest scales reflect an individual's attraction for specific occupational areas. However, the CISS instrument goes beyond traditional inventories by adding parallel skill scales that provide estimates of an individual's confidence in his or her ability to perform various occupational activities. Together, the two types of scales provide more comprehensive, richer data than interest scores alone. The Internet version of the CISS survey, which includes an innovative test management system for counselors and an expanded CISS Career Planner, adds new dimension to this dynamic, popular instrument. The CISS instrument focuses on careers that require post-secondary education and is most appropriate for use with individuals who are college bound or college educated.

I then layer on the CISS because of its focus on self-reported skills and activities, and on how well the test-taker thinks s/he does these skills and activities. It shows us what the person likes to do, and what they should focus on developing more.

Strong Interest Inventory® assessment provides time-tested and research-validated insights to help your clients in their search for a rich, fulfilling career. Developed for career counselors and academic advisors who support college and high school students, as well as all practitioners who

help adults with career decisions, the *Strong* empowers your clients to discover their true interests so they can better identify, understand, and often expand their career options. The *Strong* generates an in-depth assessment of your clients' interests among a broad range of occupations, work and leisure activities, and educational subjects. To reveal your clients' interest patterns, it presents results on a variety of complementary themes and scales:

- General Occupational Themes map out broad interest patterns to describe personalities and preferred work environments (corresponding to Holland's RIASEC theory).
- Basic Interest Scales provide more specific information about your clients' areas of interest
- Occupational Scales relate your clients' interest patterns to those of satisfied workers within the occupation.
- Personal Style Scales describe your clients' preferred style of working, learning, leading, risk-taking, and team participation.

Recently revised to reflect all the latest changes in the world of work and study, this authoritative assessment of unparalleled reliability and validity is more powerful than ever, with:

- More focus on business and technology careers
- Response options expanded to 5-point (Likert-type) format
- Shorter inventory—291 items, reduced from 317
- Norm group representative of ethnic, racial, and demographic workforce diversity
- Updated General Occupational Themes
- Expanded Basic Interest Scales, Occupational Scales, and Personal Style Scales
- User-friendly, well-organized, highly intuitive results presentation

The most respected and widely used career development instrument in the world, the *Strong* is a powerful tool for anyone starting a career, considering a career change, looking for career enrichment, or seeking work–life balance. This test shows you what occupations people like you are happy doing. You do have to interpret it a bit, because they can't list every job, but it really nails what people will be happy doing.

16PF® Fifth Edition.

Since its introduction more than 40 years ago, the 16PF instrument has been widely used for a variety of applications, including treatment planning and couples' counseling and to provide support for vocational guidance, hiring and promotion recommendations. Psychologists and career counselors can use the 16PF assessment to:

- Provide information for general vocational guidance to help determine occupations for which the individual is best suited
- Assist with personnel selection and career development through measurement of five primary management dimensions frequently identified to forecast management potential and style
- Assist with clinical diagnosis, prognosis and therapy planning. The 16PF instrument helps provide clinicians with a normal-range measurement of anxiety, adjustment, and behavioral problems.
- Help identify personality factors that may predict marital compatibility and satisfaction. Results also highlight existing or potential problem areas.

- Help identify students with potential academic, emotional, and social problems.

I like the 16PF because it gets into some good detail about personality, and gives you some good information you can easily remember about how you will act on the job and which job might be right for you.

An Amazing Turnaround

Early in my career as a career counselor, I administered a lot of tests, and utilized a structured method of debriefing candidates and discussing the results with them. Now, I usually do not use assessment tools with most of the candidates I work with because I can usually assess my candidates quicker myself based on observing and interacting with them and asking them series of questions; noting my observations about them regarding many, many factors; gathering data from various sources, and then constructing and testing hypotheses about who they are and why they are the way they are. Additionally, the individuals I work with tend now to be CEOs or senior executives who take a number of professional development-oriented inventories each year through their corporations and tend to have significant self-knowledge about who they are and how they come across, and what makes up their personality.

Let's talk about personalities for a minute. To experience someone you know and interact with means that you have an opinion about their personality. This means that we, as individuals, have certain personalities, values, ways of working, talents, and tastes which come from a combination of genetic traits, learned behavior, and life experiences. A combination of "nature" and "nurture," if you will. Personality can be defined as a group of predictable behaviors that collectively allow an individual to come across in different ways.

Information I gather from observations of candidates includes how they're dressed, how they have their hair and makeup, how they stand, how attractive they are (people with different levels of attractiveness have different life experiences: highly attractive people are treated much better in our society and make, on average, 7% more, as do taller people) even how their handshake is; and how they interact with me and other people. I make a series of judgments about each person, but not from a judgmental standpoint, but from a data gathering standpoint. This data helps me figure out who a person is, what kind of job they would be happy and successful doing, and in what kind of environment they should do it.

An example of what I do with the data is as follows: A mid-to-high level HR executive came into my office a few weeks ago, stating that she could not find a job anywhere and had not had a serious job prospect in months. She appeared to be in her mid 50s, had two master's degrees, a GPHR, and great experience. She definitely was not getting rejected based on the facts, so I knew I had to dig for what else was wrong. I guessed that what was wrong was that she was not trying hard enough to come across well and to compete; she had become complacent and had closed down her feedback loop and was coming across as rigid. Washed up. Over the hill. Inflexible. Who would want to work with this person?

I then found two symptoms of the problem to back up my hypothesis. 1) She had an ugly resume that was not nearly sophisticated enough in how she was presented for someone at her advanced level of education and certification. 2) She looked like an old, conservative, harsh grandmother instead of a vibrant, middle-aged, wildly successful HR executive. In more detail, I found that her resume was done in a less-attractive and strategic style than most people at her level. She didn't have a good summary at the top, and had these long, boring lists of what she did on each job. She hadn't taken the time to create an attractive, differentiated resume. For her look, she had dyed her hair so blond that it looked white, and she wore it in a page boy just like the wealthy, Menlo Park grandmothers do. She was wearing an ultra conservative, navy blue pantsuit with one strand of ultra conservative pearls. She looked rigid, unapproachable, and out-dated.

After spending some time building trust with her by judiciously disclosing about myself and discussing the work we do and how I saw the market for HR executives, I asked her if she would be willing to listen to my ideas with an open mind, and instead of answering now, think later about which of my ideas she might implement. After she agreed, I gently let her know that I saw her as old, with white hair, not with platinum blond hair. That her haircut and color looked like a grandmother. That she looked conservative and rigid and boring. That her resume looked unsophisticated and made her look not very in-touch or intelligent. Needless to say, she was shocked, but took it well. She said that normally she does not dress that way, but did so only since she was meeting with her. She agreed to go and get a new hairstyle immediately, and to come back into my office wearing more casual clothing. She said that she was not conservative or boring, in fact, was a licensed pilot who designed jewelry on the side. After she pledged to make these changes, we edited and revamped her resume together.

A week later, the candidate came back into my office and I almost didn't recognize her. She looked gorgeous! Sophisticated! Modern! Disciplined! Cutting-edge! She had a short coiffure, perfect makeup, was wearing screamingly expensive separates with fine gold and gemstone jewelry so stunningly glamorous that I couldn't take my eyes off of it. She said she had made the jewelry herself. After congratulating her on her refreshed look, I introduced her to one of my executive search managers. That day we presented her for a retained search for a large, publicly-held company, and less than a week later, she had flown around the country meeting with the executive team, received a competitive job offer, and had accepted. All because I took a risk with her and gave her extremely specific feedback in a way she could accept, and she was able to take in the feedback and change. This, after her having looked for a job for over six months!

Career and Job Development:

With the information I get from assessing the candidate, be it through resume review and in-person interviews and observations, or through formal career assessment, I am able to make a construct of who I think this person is and what makes up the beautiful facets of their personality. I then take that information, along with data from many other sources, and develop a picture of where I next see them being happy, successful, and appreciated on the job. I use at least 30-50 data points, including all the aspects of their personality and life experience I can identify or get my hands on, including their likes and dislikes, how they communicate, how they make decisions, what stresses them out, what energizes them, what their values are, what they respect and disapprove of, what they feel they should be doing and why, where they are on their personal maturation cycle, how they were raised, what their parental expectations were, what their siblings do for work, what their spouse does for work, where they went to school and what that might say about them, what kind of experiences have shaped them on the job, where they live, their socio-economic profile, what their talents are, etc.

I catalog all this information, layering it on top of more of more data, developing a construct of which they might be, and then testing out my hypotheses. It's like I'm writing a master's thesis entitled "Who Is John and What Makes Him Happy and Successful on the Job." Once I've figured this out, I start imagining work environments where I can see them being happy and successful. I get pretty specific. I argue with myself about why this executive team would like this person and why this person would fit in. I'm not satisfied unless I am convinced that this made up or real company would like and love this candidate and think that he/she is the best executive in the world! And most importantly, that the candidate would be happy and successful on the job, and could stay there for a long time. A long time is important, since I firmly believe that it takes at least three years for us to start relaxing on the job and able to start taking risks and exposing ourselves. This vulnerability is necessary in order to grow as individuals and as professionals.

Then, I develop images of real companies with real executive teams needing this kind of person to join their team. From that point, the work is relatively easy. You just go find a bunch of environments that will be right for the candidate, and make sure that the candidate comes across having exactly what the company needs. You do the match, cross your fingers, and hope for the best. (Helping finesse and close the deal doesn't hurt)!

Resume Preparation

My philosophy on resumes has changed a lot over the years. I used to think (and was trained at the big outplacement firms) to dummy down resumes and make them generic so that candidates would not get rejected. Now, I recommend the opposite: make your resume scream out who you are. Don't worry about getting rejected; worry about getting selected! This means still making sure that your resume is technically perfect, including grammar, format, and featured information. But take some risks if the desired reader of the resume would like those risks. For example, the candidate I referred to above does jewelry-making with fine gemstones and is a private pilot. These are really cool! I'd definitely put them on the resume of a senior HR

executive where I wanted more senior HR executives, CFOs, and CEOs to select this candidate. These groups would like the hobbies because it shows the person is an interesting and creative risk-taker. For another candidate, I might take off all the hobbies because the desired readers might not want to think about this person having hobbies, or the hobbies might be boring or negative, like target shooting (makes people think you might have an anger management problem), doll collecting (fuddy--duddy), teapot collecting (same—even though I do it!), wine tasting (might think you like to drink too much).

Make your resume be exactly what the reader would hope your resume would be like on his lucky day. Look like the perfect dream candidate for whatever job you are applying for. For lower level jobs, come across as neat, tidy, cooperative, stable, and ready to help. For mid-level jobs, come across like you have been successful as you climb the ranks. Come across as fresh, energetic, polished, and with great skills. For C-suite jobs, come across as disciplined, visionary, a great leader, a great communicator. Someone who can lead the troops to success even in difficult times.

Whatever you put on your candidate's resume, do two things before sending it out: 1) ask yourself to describe the ideal candidate for a job they're qualified for, and then check against the resume to see if you are delivering this person, at least on paper; and 2) make the candidate take responsibility for double checking the facts: job titles, company names, and dates. The candidates need to own what's there. It's scary how many people lie on the resumes. I don't mean exaggerate, but outright lie.

Compensation research and negotiation advisement

I like to spend time up front with candidates getting them to look at all the issues around money: how much they've been making; how much they need to make without changing their lifestyle; how much the market will think they're worth; and what they're targeting and what they're willing to accept. Also, how long they estimate it will take to get a new job and if they need to cut their current spend in order to stay whole if the job search drags on. We also discuss how to position it: should they let prospective employers know that they want the same or more; or should they let them know that they're flexible. How much information should they share up front? The answer to this question has done a 180 degree turn in the past 15 years due to the Internet and the easy availability of information. I know recommend that candidates share all compensation as soon as they are asked for it. This means for executives their last base, their bonus, how the bonus was calculated, any other bonuses they received or were qualified to get, everything about their equity package, other benefits, stay on bonuses, pensions, upcoming sabbaticals, etc.

These days, candidates are usually able to get a realistic idea of what the job they're applying for will pay, and will be able to negotiate upwards 5-10% over the first offer. Make sure you coach the candidates on how to walk that fine line between holding out for a better offer and turning off the prospective employer. I see a certain amount of offers fall through because the candidate takes off their nice act and comes across as nasty during the negotiation stages. Invariably, the employer will then tell me something like, "I'm sure glad I found out what a jerk he is now before I hired him."

Follow On

Once the candidate has accepted the job offer and you both have celebrated, spend some time with the candidate developing an on-boarding plan. This should focus on determining what the culture is of the new company, and how the candidate needs to modify his or her style in order to be successful there. You don't want the candidate blowing it on the first day by showing up incorrectly dressed, or by taking a risk and angering one of the CEO's most trusted employees. I often find that candidates who have been with one organization for a long time, say, over five years, often get laid off, take a new job, and then get laid off again, this time for bad fit. Work with the candidate on a good plan, and if you have time, check in with them periodically the first few months. This can alleviate what I call "Candidate Bounce Back Syndrome".

This section on HR advice regarding layoffs was written by John Motroni, MA, a Senior HR and Outplacement Consultant who has been with my firm since 1997. John has advised and counseled dozens of our clients over the years from both the HR and the career transition sides.

THE NUTS AND BOLTS OF A LAYOFF

To RIF or not to RIF – are there other alternatives to reducing costs?

RIF's come more often from the need to reduce cost than it does from the organization having less work to do. Reducing labor costs through layoffs seems like the most obvious way to immediately and dramatically lower expenses. As a business partner, it is important that HR champion to make sure that management has looked at other alternatives that could reduce cost and save jobs including:

- Reduce travel – use phone and video conferencing rather than expensive business trips.
- Re-negotiate leases and rentals
- Postpone purchases
- Freeze salaries/postpone salary increases and bonuses
- Go to a reduced work-week
- Initiate shut-downs during Summer and Holidays

These and other cost-cutting steps may not eliminate the need to reduce headcount but they may lessen the number.

Deciding who is impacted – Why a RIF could be a good thing

Even in non-union environments, companies often use tenure as the most important determinate of who is impacted in a layoff. Although it can be good to recognize time with the company, it can also miss a critical aspect of a layoff – that is to strengthen the organization. Over time even the best organizations are often saddled with poor/marginal performers who for whatever reason are not dealt with. A RIF could actually be a good time to re-evaluate the contributions of each employee and eliminate those individuals who are not serving as strong assets to the company. Employees know who the good performers are and terminating a high performer with less time with the company instead of a poor performer because of longer tenure can send a bad message to current employees. By using performance as a major determinate not only do you send a message to employees that even in tough times the good performers can be confident of remaining with the company. You also are taking steps that ultimately make for a stronger organization, poised to better address the continuing challenges ahead.

Logistics – how to plan for a group layoff vs. individual outplacement

A major RIF can be a logistical nightmare. Even a small group can present numerous issues. Even as the list is being made as to who will be impacted you should be looking in to how to pull this thing off with minimal upheaval. The first thing to understand is that list is going to change as the total number grows and contracts and people are put on and taken off the list.

Once you have a list be sure to do an analysis to see if any protected group is being adversely affected. In those cases where a particular group is inordinately represented, review with management the criteria that are being used and make sure that the decisions are consistent with that and help them make decisions accordingly.

Make sure you have enough resources to conduct the layoff quickly and efficiently. The key in pulling of a layoff is to make it as simple and as quick as possible. This may sound cold-hearted but it really is the best for all concerned. Once the first person is notified the news is going to spread like wild-fire. Generally all work stops as people wait to see who is going to be impacted. If you don't have enough internal HR resources to help you with this, bring in some contractors for a few days. This can make things go smoother and take a huge burden off of you.

In preparation, you should be asking the standard questions: Who/What/When/Where/How:

- WHO is impacted, who are their managers, who is needed to pull this off?
- WHAT is each person's role, what is the message, what is the termination package?
- WHERE are the geographic locations, where in the building(s) will the meetings be conducted?
- WHEN is this going to take place for each individual?
- What will the actual steps be before, during, and after notification?

When & how to use an Outplacement firm – what criteria should I use?

There are numerous advantages to using an Outplacement/Career Transition firm from helping you plan the entire layoff, to showing both current and (about to be) former employees that the company is concerned for their employees' welfare even when they are no longer with the company to the legal advantages of helping individuals look forward toward their next opportunity rather than stewing on how they can get back at the company. Some executives find that just having an outplacement firm on-site to do take-outs is worth it. Others appreciate the counseling and the straight talk their employees will receive, while others require detailed reporting.

That being said, there is often resistance to spending anything especially when money is particularly tight. It is important to objectively weigh the cost of the service against the advantages such support brings. This is a business decision and needs to be treated as such.

In evaluating firms obviously cost is an important factor. Other important criteria:

- Experience of the firm in similar sized lay-offs, similar populations, and industry specialization. Job development for biotech R&D professionals is very different from job development for grocery store clerks
- Expertise of the individuals actually working with your company and the impacted employees. Review the bios of the consultants and interview them on the phone, if necessary. Are they licensed career counselors? What training have they had? How many individuals have they worked with? How long have they been with the firm? Are they full-time or temporary contractors?
- Geographic locations of the firm and their typical geographic outreach. Is this a local layoff, or do you need multiple offices? Would you like one outplacement firm to

coordinate your efforts worldwide? You want consultants who know your local market and your local employers, and can flex, if necessary.

- Flexibility in the services provided. Is the firm willing to give you what you require, or must you modify your needs to fit their programs, and if so, is this going to meet your employees' needs?
- Follow-on activities/support provided. For how long? What type of follow up? How do they handle difficult cases?

Communicating to the Survivors

Often lost in the chaos and emotion of a layoff is the importance of communicating to those who remain with the company. Be sure you are working with management to develop a message that is clear, concise and realistically optimistic. Those that remain may be feeling bad for those impacted, or feeling relief mixed with guilt that they were not one of them, concerned for the future of the company and, most importantly, concerned that they may be next.

Important points to hit in the message:

- Reasons this action was taken
- That this was a difficult but necessary decision
- That there are no plans for additional cuts (hopefully that is the case!)
- Why this makes the company stronger

Be sure that all management is well-versed and clear on the above points – this is a particularly critical time for management to be in sync.

In person, face to face is always the best way to present this message. When this is not possible, video conferencing or teleconference may have to suffice. Provide time for people to ask questions. Be careful with any e-mail broadcast messages – whatever is sent invariably gets outside the company and often into the media.

Don't forget to have your leaders communicate regularly in the weeks and months following. Messages need to be reinforced or they'll be forgotten.

This is Tough!

Yes it is – in fact, the day this becomes easy is the day you are in the wrong job. It is also a time when you are needed the most and can be a huge asset to both the company and the employees.

About Valerie Frederickson & Company's Outplacement Services Executive Summary

Valerie Frederickson & Company has been providing career management services across the United States since its incorporation in 1995. In conjunction with executive search, a private career counseling practice for executives, and human resources consulting with a focus on constructing career development programs within companies, our outplacement work is sophisticated and highly effective. Our attention is to the unique needs of each individual affected, an approach that is evident in our one-on-one counseling approach. This intimate relationship between the candidate and Valerie Frederickson & Company career consultants has been the cornerstone of our success in helping thousands of professionals around the country make a successful transition.

While we have the resources to provide assistance to professionals in the form of email, Internet, and database access, phone and fax support, and office space, we have found that the true needs of employees in transition are sound advice, training, counseling, and job search assistance (job development) towards writing the next chapter in their career. For this reason, we have focused our resources on our experienced, certified career counselors, and on maintaining a strong commitment to custom-tailoring our programs for each and every client candidate. We believe that the unlimited direct access to our consultants and the individual attention, as opposed to large facilities and universal training, is the key to successful results. We also do not impose time limitations on our services, but instead continue to support individuals until services are no longer needed.

Markets are constantly changing and companies must quickly react to those changing conditions. When your company needs to conduct a large-scale lay-off or reorganization, you need an HR consulting firm that specializes in customized outplacement services.

Since 1995, Valerie Frederickson & Company (VF&Co) has been the gentle alternative to the mass-market, one-size-fits-all approach of larger outplacement firms. Headquartered in Northern California with a national and global reach, the VF&Co team has extensive experience in helping individuals and groups work through their critical transition periods. Our services are designed to re-build confidence and increase marketability while reducing the potential for litigation by enabling affected employees to quickly find new employment. The company goal is to make the experience humane and professional while instilling positive attitudes in each individual.

Outplacement services include:

- Severance package planning
- Notifier training and take-outs
- Workshops
- Career and job search counseling and coaching
- Career self-assessments and inventories
- Career analysis and labor market surveys
- Resumes, cover letters, and executive summaries
- Interview and salary negotiation skills workshops

- Job search strategy development Compensation analysis
- Onsite and virtual job fairs
- VF&Co Solutions, an online web portal with great features
- Online tracking and reports for clients, broken down by project and by candidate name and activities

Comprehensive Outplacement Services:

Individual Packages

Valerie Frederickson & Company's Individual Career Transition Consulting Services are founded in the individual attention that our clients' affected employees in transition need and desire. Each candidate partners with an experienced certified career management professional to guide him or her through the time of change and maximize the ultimately positive experience of the transition.

Fast-Start Career Transition Package: The Fast Start Career Transition Package provides a self-contained, limited package for the professional in transition. Engaging the candidate on personal presentation, a career plan, job development, and opportunity development, this program maintains the individual attention of the other outplacement packages but is extremely cost effective.

Career Consulting

- One strategy session with a licensed career counselor towards developing personal and professional goals and aligning action steps to achieve them
- In-depth assessment of the individual, career history and current marketplace with related recommendations and strategies

Career Development

- Customized company research and career opportunity development by an experienced job developer
- Career assessment and resume feedback
- Copy of *Folio: Silicon Valley's Career Transition Manual*, by Valerie Frederickson, MS, CMP, and *Internet Job Search Guide*, by Paul Strickberger, MS

Standard Outplacement Package: The Standard Career Transition Package has been developed for executives in transition concerned about both rapid results and cost-effectiveness and mixes a custom design with a guided process to focus and move forward in a timely manner. One-on-one counseling and consulting services are used as foundation to develop a completely customized plan.

Career Consulting

- Three strategy sessions with a career counselor geared towards developing personal and professional career and job search goals and action steps
- Follow-up meetings with an outplacement consultant throughout the entire job search process to align goals and keep the process on track
- In-depth assessment of the individual, career history and current marketplace with related recommendations and strategies

Professional Connections

- Customized company research and career opportunity development by an experienced job developer
- Introductions, as appropriate, to individuals in our own database including hiring managers and company executives

Administrative

- No expiration date
- Complete resume, cover letter, and 30-second commercial editing
- Copy of *Folio: Silicon Valley's Career Transition Manual*, by Valerie Frederickson, MS, CMP, and *Internet Job Search Guide*, by Paul Strickberger, MS

Executive Outplacement Package: The Executive Outplacement Package is a favorite of technology professionals facing pivotal career and life choices. This distinctive, confidential package mixes a completely customized design with a guided process, committing a wide range of resources and expertise to address all of the structural elements of career strategic planning. Together, we determine the best plan for life's moves, as well as how best to retain goodwill and intellectual capital associated with the executive's career accomplishments and work experiences.

Career Consulting

- Unlimited one-on-one sessions with a licensed career counselor towards developing personal and professional goals and aligning action steps to achieve them
- In depth assessment of the individual, the career and the current marketplace (includes testing and assessment tools)
- Ongoing transition, entrepreneurial options, and opportunities counseling with a seasoned coach, for both for the individual and spouse or partner
- Complete compensation analysis and design, including prospective offer negotiations
- Copy of *Folio: Silicon Valley's Career Transition Manual*, by Valerie Frederickson, MS, CMP, and *Internet Job Search Guide*, by Paul Strickberger, MS
- One assigned licensed career counselor throughout the entire process

Executive Connections

- Unlimited personal job development/recruiting services by an experienced job developer, including board positions, interim executive assignments, as well as in depth company research and career opportunity development
- Facilitated presentations to top venture capitalists, corporate executives, investment bankers, attorneys and executive search professionals
- Access to our private database of contacts, with personal introductions to key people
- Research into appropriate or interesting networking associations and business groups

Administrative

- No expiration date
- Unlimited resume, executive summary, and cover letter preparation and editing
- Strategic marketing campaign assistance (mailings to executive recruiters, executive summaries, resumes and cover letters)
- Office space as needed

Comprehensive Outplacement Services:

Individual Packages and Individual/Group Mixed Packages

Valerie Frederickson & Company's Individual Career Transition Consulting Services are founded in the individual attention that our clients' affected employees in transition need and desire. Each candidate partners with an experienced certified career management professional to guide him or her through the time of change and maximize the ultimately positive experience of the transition.

Valerie Frederickson & Company's Group Outplacement Services are designed to assist affected employees in finding new employment as quickly as possible and to make the experience humane, professional, and confidence building. Seasoned career management professionals with competencies in group facilitation and career transition, lead an intensive half, one, or two-day workshop including materials customized by industry and function, and provide resume development for each employee. Separately, experienced job developers conduct fresh opportunity research on behalf of the displaced group. Finally, professional counselors – career counselors and/or job search coaches -- follow up with targeted employees individually, and provide follow up counseling.

Suggested Program (Senior Director/VP)

Executive Outplacement Package: The Executive Outplacement Package is a favorite of professionals facing pivotal career and life choices. This distinctive, confidential package mixes a completely customized design with a guided process, committing a wide range of resources and expertise to address all of the structural elements of career strategic planning. Together, we determine the best plan for life's moves, as well as how best to retain goodwill and intellectual capital associated with the executive's career accomplishments and work experiences.

Career Consulting

- Unlimited one-on-one sessions with a licensed career counselor towards developing personal and professional goals and aligning action steps to achieve them
- In depth assessment of the individual, the career and the current marketplace (includes testing and assessment tools)
- Ongoing transition, entrepreneurial options, and opportunities counseling with a seasoned coach, for both for the individual and spouse or partner
- Complete compensation analysis and design, including prospective offer negotiations
- Copy of *Folio: Silicon Valley's Career Transition Manual*, by Valerie Frederickson, MS, CMP, and *Internet Job Search Guide*, by Paul Strickberger, MS
- One assigned licensed career counselor throughout the entire process

Executive Connections

- Facilitated presentations to top venture capitalists, corporate executives, investment bankers, attorneys and executive search professionals
- Access to our private database of contacts, with personal introductions to key people
- Research into appropriate or interesting networking associations and business groups

Administrative

- Unlimited resume, executive summary, and cover letter preparation and editing
- Strategic marketing campaign assistance (mailings to executive recruiters, executive summaries, resumes and cover letters)
- Office space as needed

Expiration Date

- None

Suggested Program (Manager/Director)

Managerial Outplacement Package: The Managerial Outplacement Package has been developed for executives in transition concerned about both rapid results and cost-effectiveness and mixes a custom design with a guided process to focus and move forward in a timely manner. One-on-one counseling and consulting with certified and experienced career management professionals and extensive personal recruitment is used as foundation to develop a completely customized plan.

Career Consulting

- Unlimited strategy sessions with a licensed career counselor geared towards developing personal and professional career and job search goals and action steps
- Follow up meetings with an outplacement consultant throughout the entire job search process to align goals and keep the process on track
- In depth assessment of the individual, career history and current marketplace
- One assigned career counselor throughout the process
- Copy of *Folio: Silicon Valley's Career Transition Manual*, by Valerie Frederickson, MS, CMP, and *Internet Job Search Guide*, by Paul Strickberger, MS

Professional Connections

- 10 hours of company research and job development by an experienced job developer, including research into contacts at venture capitalists, executive recruiters, corporate leaders and consulting firms in Silicon Valley; and job opportunities at large and small companies
- Access to our personal contacts within our private network that may include: facilitated introductions to top venture capitalists and corporate executives, and accompaniment to appropriate networking associations or business groups

Administrative

- Resume, executive summary, and cover letter preparation and editing
- Strategic marketing campaign assistance (mailings to executive recruiters, executive summaries, resumes and cover letters)

Expiration Date

- None

Standard Outplacement Package:

The Standard Outplacement Package has been developed for individual contributors, junior professionals, or lower level managers in transition. It mixes a custom design with a guided process to focus and move forward in a timely manner. One-on-one counseling with certified, experienced career management professional, plenty of tactical support, and individualized job development make a completely customized plan based on the individual's needs.

Career Consulting

- Three strategy sessions with a licensed career counselor geared towards developing personal and professional career and job search goals and action steps
- Follow up meetings with an outplacement consultant throughout the entire job search process to align goals and keep the process on track
- In depth assessment of the individual, career history and current marketplace with related recommendations and strategies

Professional Connections

- Five hours of customized company research and career opportunity development by an experienced job developer
- Introductions as appropriate to individuals in our own database including hiring managers and company executives

Administrative

- Complete resume, cover letter, and 30-second commercial editing
- Copy of *Folio: Silicon Valley's Career Transition Manual*, by Valerie Frederickson, MS, CMP, and *Internet Job Search Guide*, by Paul Strickberger, MS

Expiration Date

- None

Suggested Program (Admin/Junior Professionals)

Group Workshops: The group workshops leverage the support and camaraderie of coworkers by combining interactive discussions and training modules with guided individual exercises. This intensive workshop covers all of the elements of successful career transition, from the normalization of emotions, to personal presentation and interview training, to job search skills and time management. Resume development is also a major tenet of the program focusing on content and focus, along with plenty of time for questions and fun. This workshop follows a two-day format. Please note that more senior individuals often enjoy attending the workshops to provide moral support and to enjoy the group atmosphere.

This Group Workshop will be coupled with individual one-on-one counseling for each affected employee including strategy sessions, resume and cover letter development, 30 second commercial, interview practice, and time management. In addition, our in-house job developer will provide appropriate job leads with employers and recruiters and disseminate this job development information to the group.

This Group Outplacement Package provides:

- Workshop session for employees covering the career transition, job search skills, personal presentation, accomplishments, resume guidelines, interview practice, and normalization of the career transition. All materials customized by department/function
- Individual counseling sessions with each employee (including career assessment, job search, transition, and any other issues)
- Resume and cover letter editing and feedback
- Job development services until no longer needed, including company lists, job leads, association meetings, career fairs, and any other services needed
- One assigned career counselor through the process
- Copy of *Folio: Silicon Valley's Career Transition Manual*, by Valerie Frederickson, MS, CMP, and *Internet Job Search Guide*, by Paul Strickberger, MS

All other consultants will be experienced Career Counselors, Trainers, or Recruiters.

Workshop accommodations and refreshments for the workshop will be reimbursed by the client and are not included in this contract.

Packaged Group Workshop Combination Option

Option 1 Outplacement Services:

- On-site take-out by a licensed career counselor.
- Personalized letter welcoming the candidates to the program and explaining the services offered.
- Private in-take meeting with a career counselor (available to all within the first 24 hours).
- One half-day workshop (description below).

- One dedicated career counselor throughout the job search process.
- A total of three hours of counseling sessions in person, or by phone and email for each employee (including career assessment, resume review, job search, transition, and any other issues)
- Three months access to *VF&Co Solutions*, our comprehensive online tool that allows candidates to continue their career transition process on their own using tools such as resume preparation, job search calendar, using the internet to look for jobs, useful tools, and setting career goals.

Half – day workshop*:

Welcome and introduction

Strategies for Job Search Success

- Understanding Transitions and Emotional Readjustment
- Managing Stress/Procrastination
- Developing a personal 30-Second Commercial
- Building a differentiated resume
- Intro to *VF&Co Solutions*
- Follow up planning

*For remote employees, workshop will be a webinar.

Option 2 Outplacement Services:

- On-site take-out by a licensed career counselor.
- Personalized letter welcoming the candidates to the program and explaining the services offered.
- Private in-take meeting with a career counselor (available to all within the first 24 hours).
- Two, half-day workshops (description below).
- One dedicated career counselor throughout the job search process.
- A total of four hours of counseling sessions in person, or by phone and email for each employee (including career assessment, job search, transition, and any other issues)
- Personalized resume development

- Three months access to *VF&Co Solutions*, our comprehensive online tool that allows candidates to continue their career transition process on their own using tools such as resume preparation, job search calendar, using the internet to look for jobs, useful tools, and setting career goals.
- Access to personality and career assessment tools from VF&Co Solutions.

Half – day workshops*:

Day One:

Welcome and introduction

Strategies for Job Search Success

- Understanding Transitions and Emotional Readjustment
- Managing Stress/Procrastination
- Creating a personal 30-Second Commercial
- Developing and practicing a list of accomplishments
- Intro to *VF&Co Solutions*

Day Two

- Building a differentiated resume
- Self-Assessment
- How to Network
- Responding to Ads
- Using Recruiters

*For remote employees, workshops will be a webinar.

Option 3 Outplacement Services:

- On-site take-out by a licensed career counselor.
- Personalized letter welcoming the candidates to the program and explaining the services offered.
- Private in-take meeting with a career counselor (available to all within the first 24 hours).
- Two, full-day workshops (description below).
- One dedicated career counselor throughout the job search process.

- A total of five hours of counseling sessions in person, or by phone and email for each employee (including career assessment, job search, transition, and any other issues)
- Personalized resume and cover letter development and editing.
- Customized company research and career opportunity development by an experienced job developer.
- Six months access to *VF&Co Solutions*, our comprehensive online tool that allows candidates to continue their career transition process on their own using tools such as resume preparation, job search calendar, using the internet to look for jobs, useful tools, and setting career goals.
- Access to personality and career assessment tools from *VF&Co Solutions*.

Full day workshops*:

Day One:

Welcome and introduction

Strategies for Job Search Success

- Understanding Transitions and Emotional Readjustment
- Managing Stress/Procrastination
- Self-Assessment
- Personal 30-Second Commercial development
- Developing and practicing a list of accomplishments
- Building a differentiated resume
- Intro to *VF&Co Solutions*

Homework:

- Familiarize yourself with *VF&Co Solutions*
- Develop a list of people you know in your community with whom you can network.

Day Two

- How to network using old friends and new, including online Social Networking
- Responding to ads
- Using recruiters

- Interviewing
- References
- Researching compensation and negotiating a job offer
- Review/What's Next: Planning the Job Search

*For remote employees, workshops will be a webinar.

About Valerie

Valerie Frederickson, MS, CMP founded her namesake company in 1995 after the sale of Career Campaigns, Inc., in 1994. Referred to as one of "the top business thinkers in the country" by the San Francisco Chronicle, before starting VF&Co, Valerie had previously served in consulting capacities with one of the world's largest providers of strategic human resource solutions and for a regional human capital management consulting firm. Before entering the field of human capital management consulting, Valerie held various sales and marketing roles including serving as National Sales Manager for Micro Direct, Inc., and in Federal Sales for Everex Systems. A popular speaker, Valerie has been frequently quoted in the media on a variety of human resource and career management topics, and has published many articles. Valerie authored *Folio: Silicon Valley's Comprehensive Career Transition Manual*, and was recently featured as an expert in *The Change Agents: Decoding the New Workforce and the New Workplace* (St. Martin's Press, 2001).

Valerie holds a MA in Counseling Psychology with options in Adult and Career Development and in Marriage, Family & Child Counseling. She is a certified Career Management Practitioner; a Member of the Outplacement Institute since 1996; and a participating CEO in [TEC](#) (The Executive Committee) since 2002.

Valerie has served on corporate, government, non-profit, and member association boards. She spent two terms on the board of the National Association for Professional Saleswomen and two years on a California State Auxiliary Board, where she chaired the Finance Committee. She is active with the Northern California Human Resources Council and National Association of Corporate Directors. Valerie is an angel investor and actively consults to and fundraises for startup organizations. Her angel portfolio includes www.odesk.com, www.vectorii.com, www.shipserv.com, and www.varstreet.com.

Valerie and her husband live in Menlo Park, CA and are members of Holy Trinity Episcopal Church, where Valerie serves on the Stewardship and Personnel Committees. In addition to fundraising for municipal and regional political campaigns, she is a Sustainer of the Junior League of Palo Alto Mid Peninsula. Her hobbies include growing tropical plants and cacti and speaking European languages. A native of Berkeley, CA, Valerie has lived and worked in Vaud, Switzerland. She switched her baseball affiliation from the A's to the Red Sox upon her 2002 marriage to Adam Bernstein who is from Pembroke, MA and works with Omni Hotels Corporation. Adam is a collector of 20th century paintings and English antiques, and is a fanatic member of the Red Sox Nation.