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## Strategic Employment Techniques for Purchasing and Supply Chain Professionals

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In this document, we will cover the following strategic elements to successful employment acquisition:

- Resume Development**
- Interviewing Techniques**
- Top 12 Interview questions**
- Guidance and Advice**
- Negotiating Strategies**
- Selling & Promoting Oneself**

## RESUME DEVELOPMENT

Curriculum Vitae - Is Latin for "life story," but doesn't have to be. Myriad reasons for a resume - and why you should keep it CURRENT.

- Getting a job
- Recording your accomplishments/successes
- Forming a Company
- Applying for financing
- Submitting a professional paper, thesis, book outline.
- Chronologically documenting your career progress.

### → TYPES of CVs

**1. Traditional or chronological.** Work and education in descending chronological order. Emphasis on employment, duties, accomplishments, schools, etc.

**2. Functional.** Focuses on work related skills. Helpful if one is changing careers or sectors. Skills organized into categories (computer, communication, marketing, etc.) Does NOT highlight specific dates or work history in detail.

**3. Scanned.** Designed to be entered or scanned into database or e-mailed to potential employer. Design MUST be simple and clean to get a clear image. Use standard crisp fonts and highlight as many "key words" as possible. (The more "hits" the Company search engine finds in your resume, the more likely your application will be chosen for further consideration.)

**4. Electronic.** Posted either on internet job banks, submitted by e-mail, included as part of personal "home page." Similar to scanned in style, focusing on keywords and nouns rather than active verbs.

**5. "Combinational".** A combination of the various four preceding formats. This usually would entail numerous elements presented together in some coherent form. For example a Traditional or Chronological format, with elements of a functional resume, while still incorporate specific employment dates and details. Usually highlighted as well (usually throughout or at the very end), with particular keywords that HR individuals can search for in a company's resume database.

→ **TYPICAL RESUME FORMAT IN CANADA**

Please note that this outline is meant for Canadian employers in general, as we will not include marital status, number of children, Social Insurance number, photographs, religious or political affiliations, which can be used to potentially discriminate. We acknowledge that these attributes and qualifications are at times required in other countries and cultures, but are not necessarily warranted in Canada.

*Personal details*

Name, designations (C.P.P.) home address, phone number (work, home), fax number, e-mail address, web-page (include if good). NO dates of birth, number of kids, marital status

*Career Profile*

A two sentence statement which encapsulates your career and specialty training. eg., "A Certified Professional Purchaser (C.P.P.) with over twenty years experience in the automotive, pharmaceutical, and engineering sectors. A seasoned strategist and contract negotiator specializing in raw materials, MRO, and industrial buying."

*Employment experience in chronological order - most recent first.*

Name of employer, job title, dates you were employed there (from-to). Also include an idea of what the company manufactures, what you bought for them, amount of procurement budget, number of staff supervised, achievements, reasons for leaving if short term, contract, etc.

*Formal and Continuing Education*

List your most recent accomplishments first including name of course/seminar, educational institution it was with, etc. (Dates are good, but not if TOO old!) Include specialized training like PMAC's Certified Professional Purchaser (C.P.P.) Accreditation program, (level "x"), in house training, etc.

*Technical experience: (Increasingly important.)*

Mention computer software and hardware specialization. Increasing importance. eg., "JD Edwards, AS 400 platform, Excel, Access, MS Word, Internet." Outline special abilities like reading blueprints, schematics.

*Professional Affiliations*

Outline professional memberships and involvement such as P.M.A.C. .

*Special Interests*

Mention special interests which may be used to indicate cross transferable skills. (team building, stress management, community services)

→ **TIPS FOR RESUME SUCCESS**

- construct it on a word processor
- stick to one or two different font types and sizes
- keep a moderate white border to allow for notations
- use a spellchecker (watch for American spellings)
- customize BOTH your resume and cover letter when applying

**1. Don't use useless or meaningless "Objectives" or introductions at the top of your resume.** Construct a proper "Career Profile" or snapshot of your background. Readers appreciate it. (Objectives limit the opportunities for candidates and are frustrating for employers who may want your skills but is unable to place you in the position you targeted or identified.)

**2. Don't allow it to read like a "Job description".** List duties AND accomplishments as well.

**3. Mention your e-mail address, it shows you're computer literate as well.** (But don't use "funny" or "catchy" phrases that are not business like ("honeybear @ yahoo.com").

**4. Clarity.** For brevity (and clarity) you should construct your resume in either complete "bullet" points or combination of short paragraphs and bullet points.

**5. Perspective.** Don't write your resume in either first ("I have) or third ("Susan has") person format.

**6. Review the newspaper ad or how you found out about the opening.** Consider your skills, education, and experience vs. what the job requires. Write a cover letter which "mirrors" some of the points or attributes that you found in the newspaper ad.

*Top ranking of resume or cover letter misspelled words:*

WRONG	CORRECT	WRONG	CORRECT
Liason	Liaison	Acheivements	Achievements
Accomodate	Accommodate	Persue	Pursue
Definatly	Definitely	truely	truly

**7. Learn all you can about the company and interviewer.** Through Company Employees you may know, Company brochures, Financial statements, Articles written in the media, Internet, etc.

→ **MATCHING STRENGTHS TO EXPECTATIONS FOR THE POSITION YOU'RE SEEKING**

Better the match, better your chances. Review and mirror the ad or info from recruiter. Try to learn MORE on how your skills match the requirements.

**PREPARING FOR THE INTERVIEW**

**1. Prepare what questions you will ask.** Prepare YOUR likely questions in advance. (Why is job vacant? How urgent?). Show interest in Company and working environment. Is there organizational chart? What is the reporting structure?

**2. Prepare for questions they may ask you.** PREPARATION IS THE KEY! List questions you may be asked. Write down and polish your responses. Ask someone to practice by asking you. Discuss responses. This will make you VERY comfortable in the interview.

**3. Arrive for the interview 15 - 20 minutes early.** If planning to arrive early and you get snarled in traffic you're prepared. The extra time will give you time to relax, meet the receptionist or secretary and potentially find out more about the Company or interview. (Employment forms may be required.)

**4. Make a good impression.** An initial BAD impression is EXTREMELY hard to overcome. Even if told "its casual Friday," better to dress more formal than "business casual", and don't take anyone with you.

## INTERVIEWING TECHNIQUES

### → DURING THE INTERVIEW

- shake hands with interviewer. Firm, not bone-crushing handshake.
- project self confidence.
- stand until invited to sit.
- sit straight but relaxed.
- maintain good eye contact.
- don't stare, look down, or continuously away.
- do not smoke before the interview, or chew gum
- listen first, speak second, be frank and brief, and speak confidently, yet don't boast.

**1. Time is limited.** Taking too much time means interviewer may not get a complete picture - to your disadvantage. "Going off on a tangent," limits communication.

Show your education, training, work experience, and accomplishments FIT THE JOB you're seeking. Do not apologize for lack of experience, show your flexibility.

**2. Sell yourself to interviewer.** Don't let interviewer "draw answers."

**3. Don't whine or complain.** Don't cry about hard luck, money difficulties, personal problems or the jerk you're currently working for.

**4. Don't dwell.** On salary or benefits until you are made a firm job offer. May give impression you're more interested in what you'll get, than what you have to give.

**5. Ask for the job!** Ask when it would be OK to call back to learn of the decision. Let the interviewer know you're interested.

### → AFTER THE INTERVIEW

**Thank the interviewer.** Shake hands as you leave. Obtain the mailing address and proper name of the interviewer. Write and mail a "Thank you" letter the same day. Restate the key points of "fit" for the job and indicate your interest. Reminds interviewer of you and leave good impression (most people don't do it.)



→ **TOP 12 INTERVIEW QUESTIONS**

- Tell me about yourself.
- What do you know about our company?
- Why do you want to work for us?
- Why do you want to leave where you are?
- What are your major strengths/weaknesses?
- Where do you see yourself in 5 years. How long do you plan to stay?
- Tell me about a time you failed at something, what did you do afterwards.
- Describe a time when you worked on a team project. (position on team, contributions, results.)
- Think of a situation involving conflict, how did you resolve it?
- What salary are you expecting?
- What other jobs or companies have you been considering?
- Do you have any questions for us?

→ **INTERVIEW "TIPS"**

Bring extra copies of your resume. Fill out all those company applications COMPLETELY (even IF you have resume.) Understand the employer's needs. (Position yourself as someone who can really add value). Show ENTHUSIASM! and market ALL your strengths.

Recruiters look for two things - credentials and personality. Can you do job based on past performance and will you fit into corporate culture? Remember to cover your technical qualifications (explain fully, MOST don't appreciate purchasing's role), general skills, experiences, successes, as well as personal traits).

Give definitive answers and specific results. Don't hide but admit mistakes. Be honest and know how to respond to tough questions. Know how you communicate verbally to others.

Strong verbal communications skills are highly valued by most employers. They are signs of educated and competent individuals. Know how you communicate. Ask and practice with others to present yourself in best possible light. If you STILL can't or are unsure give them your "purchasing perspective." At first, some people find me shy and maybe a little reserved. "I'm a trained negotiator and Procurement Specialist. I like to consider my answers a little before blurting something out."

→ **TIM'S ADDITIONAL "OVER THE TOP TIPS"**

NO TYPOS ! (You're contract professionals - details count!)

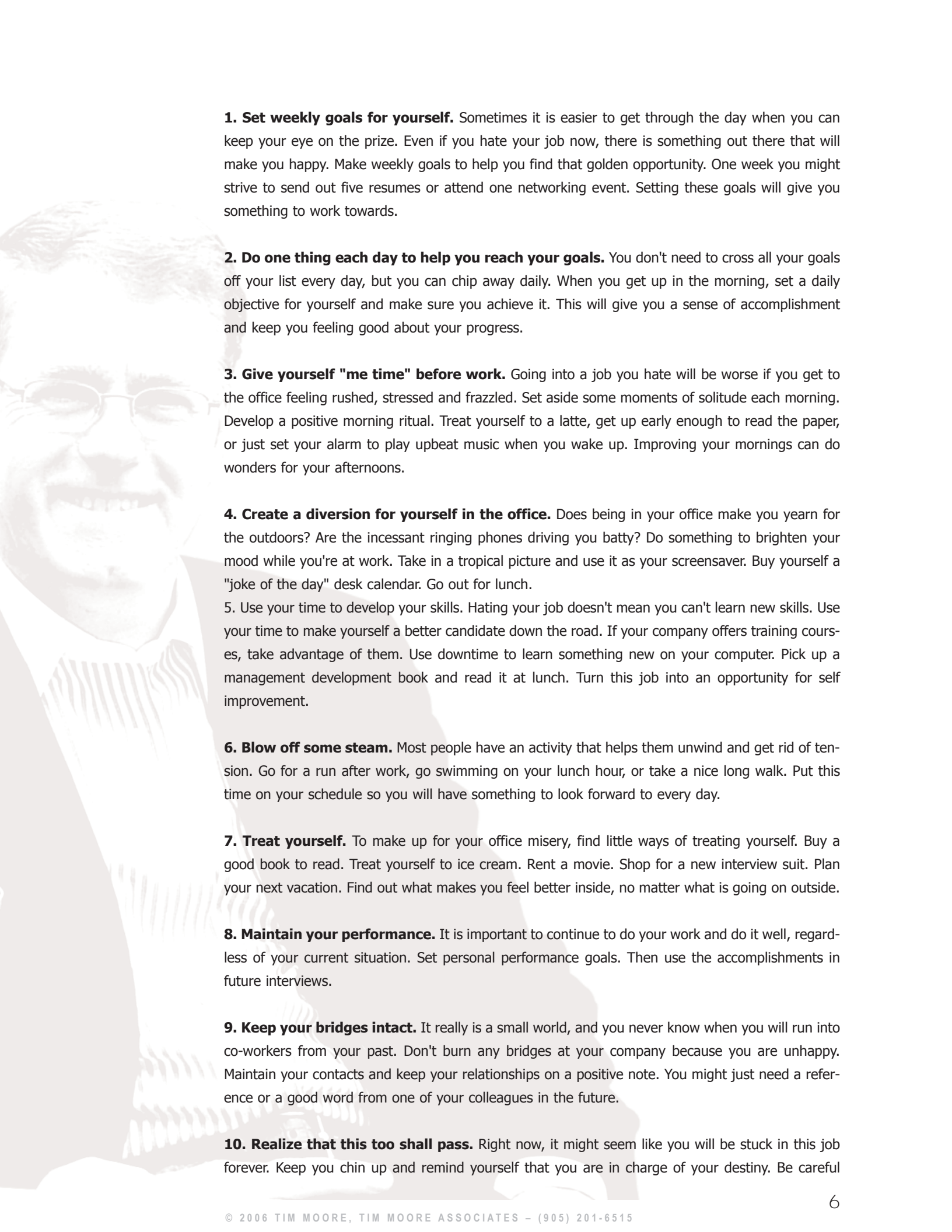
BEWARE OF THE "GATEKEEPERS" (those OTHER employees that you MAY meet when going to an interview...no matter what level they may hold)

Don't make phone calls. Don't complain about the interviewer's lateness, coffee, etc.

## **GUIDANCE AND ADVICE**

→ **TIPS FOR COPING WITH A JOB YOU HATE**

Having a job you just hate is never an easy thing to deal with, but sometimes you just need to grin and bear it until another opportunity comes along. Whether you're currently stuck because you just have to pay the bills or are holding out for the next great job, here are some things you can do to help you get through the day.



**1. Set weekly goals for yourself.** Sometimes it is easier to get through the day when you can keep your eye on the prize. Even if you hate your job now, there is something out there that will make you happy. Make weekly goals to help you find that golden opportunity. One week you might strive to send out five resumes or attend one networking event. Setting these goals will give you something to work towards.

**2. Do one thing each day to help you reach your goals.** You don't need to cross all your goals off your list every day, but you can chip away daily. When you get up in the morning, set a daily objective for yourself and make sure you achieve it. This will give you a sense of accomplishment and keep you feeling good about your progress.

**3. Give yourself "me time" before work.** Going into a job you hate will be worse if you get to the office feeling rushed, stressed and frazzled. Set aside some moments of solitude each morning. Develop a positive morning ritual. Treat yourself to a latte, get up early enough to read the paper, or just set your alarm to play upbeat music when you wake up. Improving your mornings can do wonders for your afternoons.

**4. Create a diversion for yourself in the office.** Does being in your office make you yearn for the outdoors? Are the incessant ringing phones driving you batty? Do something to brighten your mood while you're at work. Take in a tropical picture and use it as your screensaver. Buy yourself a "joke of the day" desk calendar. Go out for lunch.

5. Use your time to develop your skills. Hating your job doesn't mean you can't learn new skills. Use your time to make yourself a better candidate down the road. If your company offers training courses, take advantage of them. Use downtime to learn something new on your computer. Pick up a management development book and read it at lunch. Turn this job into an opportunity for self improvement.

**6. Blow off some steam.** Most people have an activity that helps them unwind and get rid of tension. Go for a run after work, go swimming on your lunch hour, or take a nice long walk. Put this time on your schedule so you will have something to look forward to every day.

**7. Treat yourself.** To make up for your office misery, find little ways of treating yourself. Buy a good book to read. Treat yourself to ice cream. Rent a movie. Shop for a new interview suit. Plan your next vacation. Find out what makes you feel better inside, no matter what is going on outside.

**8. Maintain your performance.** It is important to continue to do your work and do it well, regardless of your current situation. Set personal performance goals. Then use the accomplishments in future interviews.

**9. Keep your bridges intact.** It really is a small world, and you never know when you will run into co-workers from your past. Don't burn any bridges at your company because you are unhappy. Maintain your contacts and keep your relationships on a positive note. You might just need a reference or a good word from one of your colleagues in the future.

**10. Realize that this too shall pass.** Right now, it might seem like you will be stuck in this job forever. Keep your chin up and remind yourself that you are in charge of your destiny. Be careful

about searching internal/external postings while at work for new positions. If your firm ENCOURAGES internal movement, this might be an idea, but again, you may be signaling management that you're not happy. Be extremely careful about external searches during work hours.

### → **WAYS TO SURVIVE A CORPORATE MERGER**

In today's business environment, corporate mergers and acquisitions have become commonplace. And while joining company forces can mean big bucks for some executive stakeholders, merging companies can have dramatic effects on employees in general. In the height of the merger and acquisition frenzy just a few short years ago (2004), it was estimated that more than 65,000 jobs were cut as a result of merger and acquisition during this year alone!

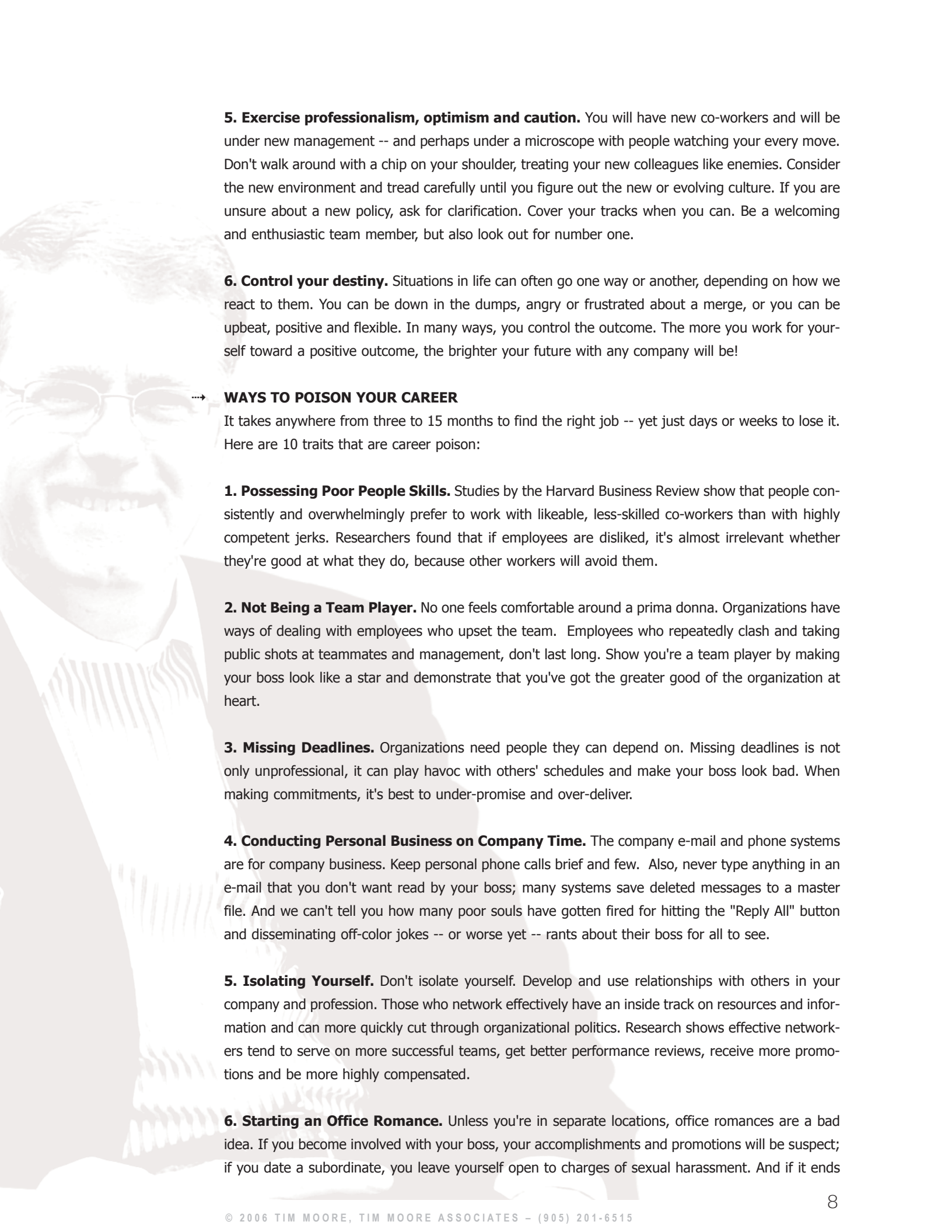
Merging two companies can also greatly affect employees who remain with the business. Blending two cultures, two sets of rules and regulations, and two ways of doing business never goes completely smoothly. But a savvy employee can take proactive steps to survive a merger and come out on top. If you think your company might be gearing up for merger talks or if you are already part of a "blended company," here are six steps you can take to protect yourself and create a better work environment.

**1. Revisit and revamp your game plan.** Has it been a while since you've given your career any serious thought? If so, now is the time to start thinking again. Think about your personal and professional goals and where you want to be in five years. Will the newly merged company provide the right opportunities? Going through a merger will not be all fun and games and your job will probably change in some way. But leaving the company and joining a new one will also result in changes. You need to do some soul searching, decide if it is worth it to stick around in the short term, and pinpoint what you want to get out of the situation and your career in the long term.

**2. Build your personal arsenal.** You are going to be working with new managers who know nothing of your track record. In the worst case, your value to the team might be questioned. If you want to fight for your job, you need to assemble the materials and supporting information that demonstrate your worth. Pull out reports and project summaries that show what you've accomplished, document big savings you accomplished and gather letters from your very satisfied customers and clients. You don't need to run around the office flaunting your goods, but it is smart to have it available and ready to share with the new management.

**3. Be prepared for change.** Change, in any workplace, is inevitable. But in the case of a merger, change will likely come sooner and be more drastic. If you prepare yourself and keep an open mind, you will be able to handle the change with professionalism. The new manager might want reports in a different format, may have a different leadership style or have different or new expectations, but different is not always bad - it may just be, well, different.

**4. Know what to fight for and what to let go.** If you raise a stink about every change and every new rule, you will quickly be labeled an uncooperative employee. However, there may be some things that are worth speaking up about. After all, you know your job and department better than anybody. Just be sure to choose your battles carefully, know when to let go of the past and always be professional when you are going to bat for what you believe.



**5. Exercise professionalism, optimism and caution.** You will have new co-workers and will be under new management -- and perhaps under a microscope with people watching your every move. Don't walk around with a chip on your shoulder, treating your new colleagues like enemies. Consider the new environment and tread carefully until you figure out the new or evolving culture. If you are unsure about a new policy, ask for clarification. Cover your tracks when you can. Be a welcoming and enthusiastic team member, but also look out for number one.

**6. Control your destiny.** Situations in life can often go one way or another, depending on how we react to them. You can be down in the dumps, angry or frustrated about a merge, or you can be upbeat, positive and flexible. In many ways, you control the outcome. The more you work for yourself toward a positive outcome, the brighter your future with any company will be!

→ **WAYS TO POISON YOUR CAREER**

It takes anywhere from three to 15 months to find the right job -- yet just days or weeks to lose it. Here are 10 traits that are career poison:

**1. Possessing Poor People Skills.** Studies by the Harvard Business Review show that people consistently and overwhelmingly prefer to work with likeable, less-skilled co-workers than with highly competent jerks. Researchers found that if employees are disliked, it's almost irrelevant whether they're good at what they do, because other workers will avoid them.

**2. Not Being a Team Player.** No one feels comfortable around a prima donna. Organizations have ways of dealing with employees who upset the team. Employees who repeatedly clash and taking public shots at teammates and management, don't last long. Show you're a team player by making your boss look like a star and demonstrate that you've got the greater good of the organization at heart.

**3. Missing Deadlines.** Organizations need people they can depend on. Missing deadlines is not only unprofessional, it can play havoc with others' schedules and make your boss look bad. When making commitments, it's best to under-promise and over-deliver.

**4. Conducting Personal Business on Company Time.** The company e-mail and phone systems are for company business. Keep personal phone calls brief and few. Also, never type anything in an e-mail that you don't want read by your boss; many systems save deleted messages to a master file. And we can't tell you how many poor souls have gotten fired for hitting the "Reply All" button and disseminating off-color jokes -- or worse yet -- rants about their boss for all to see.

**5. Isolating Yourself.** Don't isolate yourself. Develop and use relationships with others in your company and profession. Those who network effectively have an inside track on resources and information and can more quickly cut through organizational politics. Research shows effective networkers tend to serve on more successful teams, get better performance reviews, receive more promotions and be more highly compensated.

**6. Starting an Office Romance.** Unless you're in separate locations, office romances are a bad idea. If you become involved with your boss, your accomplishments and promotions will be suspect; if you date a subordinate, you leave yourself open to charges of sexual harassment. And if it ends

badly, you're at risk of everyone knowing about it and witnessing the unpleasantness.

**7. Fearing Risk or Failure.** If you don't believe in yourself, no one else will. Have a can-do attitude and take risks. Instead of saying, "I've never done that," say, "I'll learn how." Don't be afraid to fail or make mistakes. If you do mess up, admit it and move on. Above all, find the learning opportunities in every situation. Remember, over time, risk-aversion can be more hazardous to your career than error.

**8. Having No Goals.** Failure doesn't lie in not reaching your goal, but in not having a goal to reach. Set objectives and plan your daily activities around achieving them. Eighty percent of your effectiveness comes from 20 percent of your activities. Manage your priorities and focus on those tasks that support your goals.

**9. Neglecting Your Image.** Fair or not, appearance counts. People draw all kinds of conclusions from the way you present yourself. So don't come to work poorly groomed or in inappropriate attire. Be honest, use proper grammar and avoid slang and expletives. You want to project an image of competence, character and commitment.

**10. Being Indiscreet.** Cubicles, hallways, elevators, bathrooms -- even commuter trains -- are not your private domain. Be careful where you hold conversations and what you say to whom. Don't tell off-color jokes, reveal company secrets, gossip about co-workers or espouse your views on race, religion or the boss' personality. Because while there is such a thing as free speech, it's not so free if it costs you your job!

#### → **SIGNS THAT YOU MAY BE ABOUT TO BE FIRED**

Think a pink slip could be headed in your direction? Most people who are let go know their time is up or (in retrospect) say they should have seen it coming. While there are no sure signs, here are 12 clues your job may be in peril:

**1. You're Out of the Loop.** You no longer get advanced notice of company news or reports; and you seem to be losing your voice in organizational matters. You are not copied on memos you normally receive or invited to meetings you usually attend.

**2. Your Boss Has an Eye on You.** You feel as if you're being scrutinized more closely and that your boss no longer trusts you. Your decisions are constantly questioned, your expense reports put under a microscope, and you have less latitude to work independently.

**3. You're Getting the Siberia Treatment.** You used to know all the scoop -- be it business or social in nature. Now your co-workers avoid you and the last conversation you had with your superiors was a lame attempt at pleasant banter.

**4. You Had a Bad Review.** You received a poor performance rating and a disproportionate amount of negative feedback. If you received a warning or were given a "performance improvement plan", then it's really time to start packing!

**5. Your Superior is Leaving Paper Trails.** Your boss communicates with you predominately in writing. You receive memos pointing out errors, criticizing your performance and confirming any

meetings or discussions the two of you have had.

**6. You and Your Boss Are Not Getting Along.** Corporate management will swear it's not personal, yet many downsizings are actually ways to get rid of unpopular or "black-listed" employees. Performance is a subjective judgment and managers are more likely to get rid of people they don't like.

**7. Your Mentor is Gone.** The executive who always championed you has left the company or been rendered powerless.

**8. You Publicly Messed Up.** You made a blatant error that embarrassed your boss or made the company look bad. Or, you're part of a team that goofed up and they need a scapegoat.

**9. New Blood Has Taken Over.** Your company is about to merge, be acquired or undergo reorganization and your leader suddenly disappears. New hires have become the wave of the future and they've been given the directive to "shake things up."

**10. You're Being Set Up to Fail.** You've been assigned to an undesirable area or given impossible tasks with unrealistic deadlines and little support.

**11. You've Been Stripped of Your Duties.** You've been asked to compile a report of all your ongoing projects and pushed hard to finish one or two specific projects. Or, you've been relieved of your core duties so that you can work on meaningless "special projects." You are encouraged not to do your usual long-term planning.

**12. You're Hearing Rumors.** If you're hearing rumors of your demise, take heed: Where there's smoke, there's fire!

At one point or another we're all vulnerable to the proverbial corporate ax. Don't live in denial. If you recognize more than one of these signs, it's time to look for greener pastures and take steps to reverse your fate.

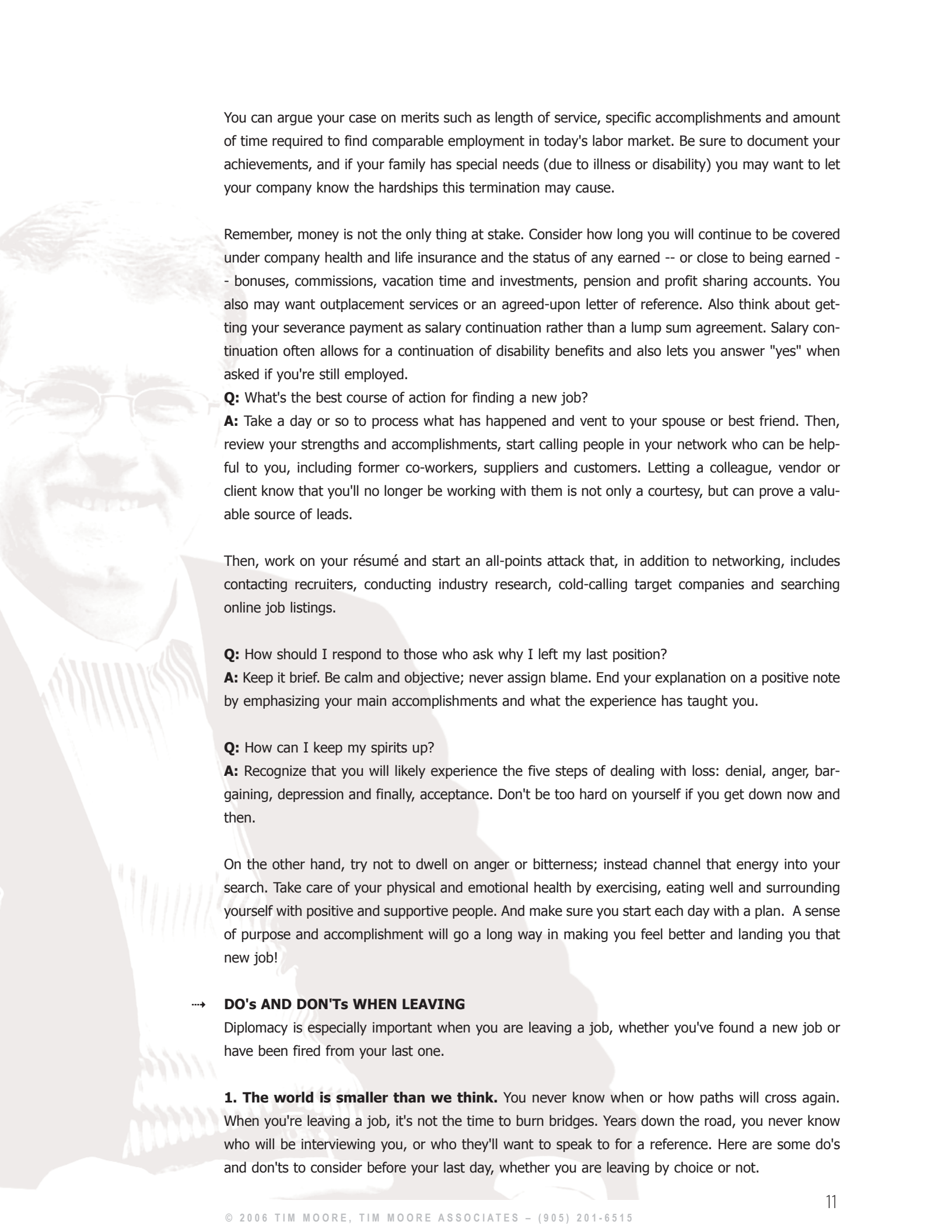
#### → **YOU'VE JUST BEEN FIRED...NOW WHAT?**

**Q:** Is it better to pre-empt a firing by resigning instead?

**A:** In most cases, no. Out of pride, many people fall into this trap and wind up waiving any claims to severance pay, benefits, earned bonuses and commissions, and unemployment compensation. With so many victims of downsizings and reorganizations, being "let go" doesn't carry the stigma it once did -- in fact most prospective employers won't even bat an eye!

**Q:** Should I try to negotiate a better severance package?

**A:** By all means yes! Employees have more bargaining power than they realize. Don't be pressured into signing anything on the spot. Tell your employer you need to review the proposed agreement with your legal and financial advisers. Then, check the company policy manual to find out what is standard practice for employees in your situation. If you can, talk to others whom the company has terminated.



You can argue your case on merits such as length of service, specific accomplishments and amount of time required to find comparable employment in today's labor market. Be sure to document your achievements, and if your family has special needs (due to illness or disability) you may want to let your company know the hardships this termination may cause.

Remember, money is not the only thing at stake. Consider how long you will continue to be covered under company health and life insurance and the status of any earned -- or close to being earned -- bonuses, commissions, vacation time and investments, pension and profit sharing accounts. You also may want outplacement services or an agreed-upon letter of reference. Also think about getting your severance payment as salary continuation rather than a lump sum agreement. Salary continuation often allows for a continuation of disability benefits and also lets you answer "yes" when asked if you're still employed.

**Q:** What's the best course of action for finding a new job?

**A:** Take a day or so to process what has happened and vent to your spouse or best friend. Then, review your strengths and accomplishments, start calling people in your network who can be helpful to you, including former co-workers, suppliers and customers. Letting a colleague, vendor or client know that you'll no longer be working with them is not only a courtesy, but can prove a valuable source of leads.

Then, work on your résumé and start an all-points attack that, in addition to networking, includes contacting recruiters, conducting industry research, cold-calling target companies and searching online job listings.

**Q:** How should I respond to those who ask why I left my last position?

**A:** Keep it brief. Be calm and objective; never assign blame. End your explanation on a positive note by emphasizing your main accomplishments and what the experience has taught you.

**Q:** How can I keep my spirits up?

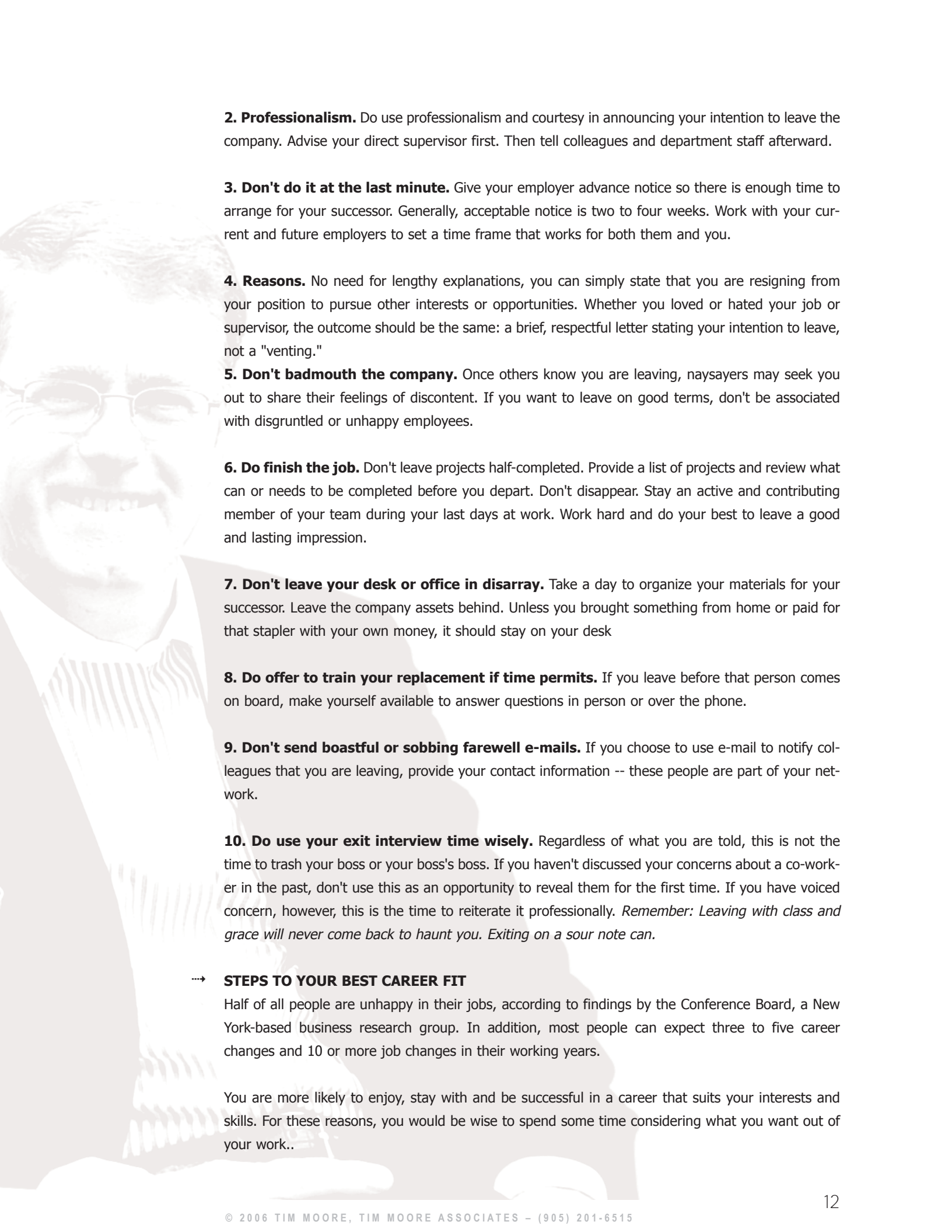
**A:** Recognize that you will likely experience the five steps of dealing with loss: denial, anger, bargaining, depression and finally, acceptance. Don't be too hard on yourself if you get down now and then.

On the other hand, try not to dwell on anger or bitterness; instead channel that energy into your search. Take care of your physical and emotional health by exercising, eating well and surrounding yourself with positive and supportive people. And make sure you start each day with a plan. A sense of purpose and accomplishment will go a long way in making you feel better and landing you that new job!

→ **DO'S AND DON'TS WHEN LEAVING**

Diplomacy is especially important when you are leaving a job, whether you've found a new job or have been fired from your last one.

**1. The world is smaller than we think.** You never know when or how paths will cross again. When you're leaving a job, it's not the time to burn bridges. Years down the road, you never know who will be interviewing you, or who they'll want to speak to for a reference. Here are some do's and don'ts to consider before your last day, whether you are leaving by choice or not.



**2. Professionalism.** Do use professionalism and courtesy in announcing your intention to leave the company. Advise your direct supervisor first. Then tell colleagues and department staff afterward.

**3. Don't do it at the last minute.** Give your employer advance notice so there is enough time to arrange for your successor. Generally, acceptable notice is two to four weeks. Work with your current and future employers to set a time frame that works for both them and you.

**4. Reasons.** No need for lengthy explanations, you can simply state that you are resigning from your position to pursue other interests or opportunities. Whether you loved or hated your job or supervisor, the outcome should be the same: a brief, respectful letter stating your intention to leave, not a "venting."

**5. Don't badmouth the company.** Once others know you are leaving, naysayers may seek you out to share their feelings of discontent. If you want to leave on good terms, don't be associated with disgruntled or unhappy employees.

**6. Do finish the job.** Don't leave projects half-completed. Provide a list of projects and review what can or needs to be completed before you depart. Don't disappear. Stay an active and contributing member of your team during your last days at work. Work hard and do your best to leave a good and lasting impression.

**7. Don't leave your desk or office in disarray.** Take a day to organize your materials for your successor. Leave the company assets behind. Unless you brought something from home or paid for that stapler with your own money, it should stay on your desk

**8. Do offer to train your replacement if time permits.** If you leave before that person comes on board, make yourself available to answer questions in person or over the phone.

**9. Don't send boastful or sobbing farewell e-mails.** If you choose to use e-mail to notify colleagues that you are leaving, provide your contact information -- these people are part of your network.

**10. Do use your exit interview time wisely.** Regardless of what you are told, this is not the time to trash your boss or your boss's boss. If you haven't discussed your concerns about a co-worker in the past, don't use this as an opportunity to reveal them for the first time. If you have voiced concern, however, this is the time to reiterate it professionally. *Remember: Leaving with class and grace will never come back to haunt you. Exiting on a sour note can.*

→ **STEPS TO YOUR BEST CAREER FIT**

Half of all people are unhappy in their jobs, according to findings by the Conference Board, a New York-based business research group. In addition, most people can expect three to five career changes and 10 or more job changes in their working years.

You are more likely to enjoy, stay with and be successful in a career that suits your interests and skills. For these reasons, you would be wise to spend some time considering what you want out of your work..

A large body of research gives nine predictors for career satisfaction and success. By thinking about these factors in an organized way, you can make the right career choice in a short time.

Take a few hours to consider the following nine most important components of an ideal career before thinking about specific job titles:

**1. What are you good at?** List your top skills and abilities. Think about your personality traits, such as honesty and enthusiasm; your general skills that are useful in many jobs, such as writing clearly or an ability to prioritize; and your job-related skills learned through education, training and experience.

**2. What interests you?** Write down your top interests. Are you good with computers? Do you have a flair for numbers? Do you like to help people solve their problems? Consider all of your interests.

**3. What motivates you and is most important to you?** Prioritize the values you would like to include in a career. Do you want to help society and others? Would you like to have authority? Do you want creative or exciting work? How important is variety, independence, recognition, good pay and security to you? Think about what you really want from your career.

**4. How much money would you realistically like to earn?** Mull over the money issue now so you can make a good decision when you receive a job offer. If you found the perfect job in all other respects, what would be the least pay you would accept? What is the reasonable lower end and upper end of pay you can expect on your next job?

**5. What level of responsibility do you want?** Decide how much responsibility you are willing to accept in your ideal career. Do you like to be in charge? Are you good at supervising others? Do you want to be accountable for the performance of others, of a department, or of a region?

**6. Where do you want your ideal job to be located?** Consider where you would like your work to be located geographically. Are you willing to move? What kind of a commute do you want? Do you want to be near relatives or public transportation? As you add criteria, you will have fewer places to look for your job, but you may end up with what you want.

**7. What special knowledge would you like to include in your career?** List knowledge that you have gained from school, family experiences and other formal and informal sources. Do you like to work with others? As you fine-tune your career choice, include special knowledge. They could make you a unique applicant in the right setting.

**8. What kind of work environment do you prefer?** Define what you did and did not like in past work settings to create your ideal work environment picture. For example, do you prefer a small or large organization? Does a quiet work space appeal to you?

**9. What types of people do you like to work for and with?** Identify the types of co-workers you prefer. If you have ever had a rotten boss or worked with a group of "losers", you know why this is important. Do you prefer creative types? People who are friendly or who keep your relationship professional? Do you want a boss who interacts with you all day or one who leaves you alone?

After you define these nine ideal career factors, use them to research specific job titles and employers and keep the factors in mind during job interviews. Although you may need to compromise, getting as close as possible to your ideal career choice will likely pay off in success and satisfaction for years to come.

### → **OVERQUALIFIED? HERE'S WHAT TO DO**

Too often, older job candidates continually state this complaint: "They aren't hiring me because I'm overqualified." People in their 40s, 50s and older cringe when they hear that word. A professional summed up his experience saying: "I have a lot of incredible professional experience, project management and leadership with an MBA and a CPP. All of this information is on my résumé because it sets me apart. Or so I thought, but now I am concerned that people are viewing me as overqualified for lower level jobs and are eliminating me. Yet, the jobs I am truly qualified for are fairly high up because of all of the varied experience, but I'm not being considered due to lack of specific industry experience. Help!"

So what should you do if you are credentialed, have good experience, are looking to get re-employed, and are even willing to take a lower-level position?

Here are a few recommendations:

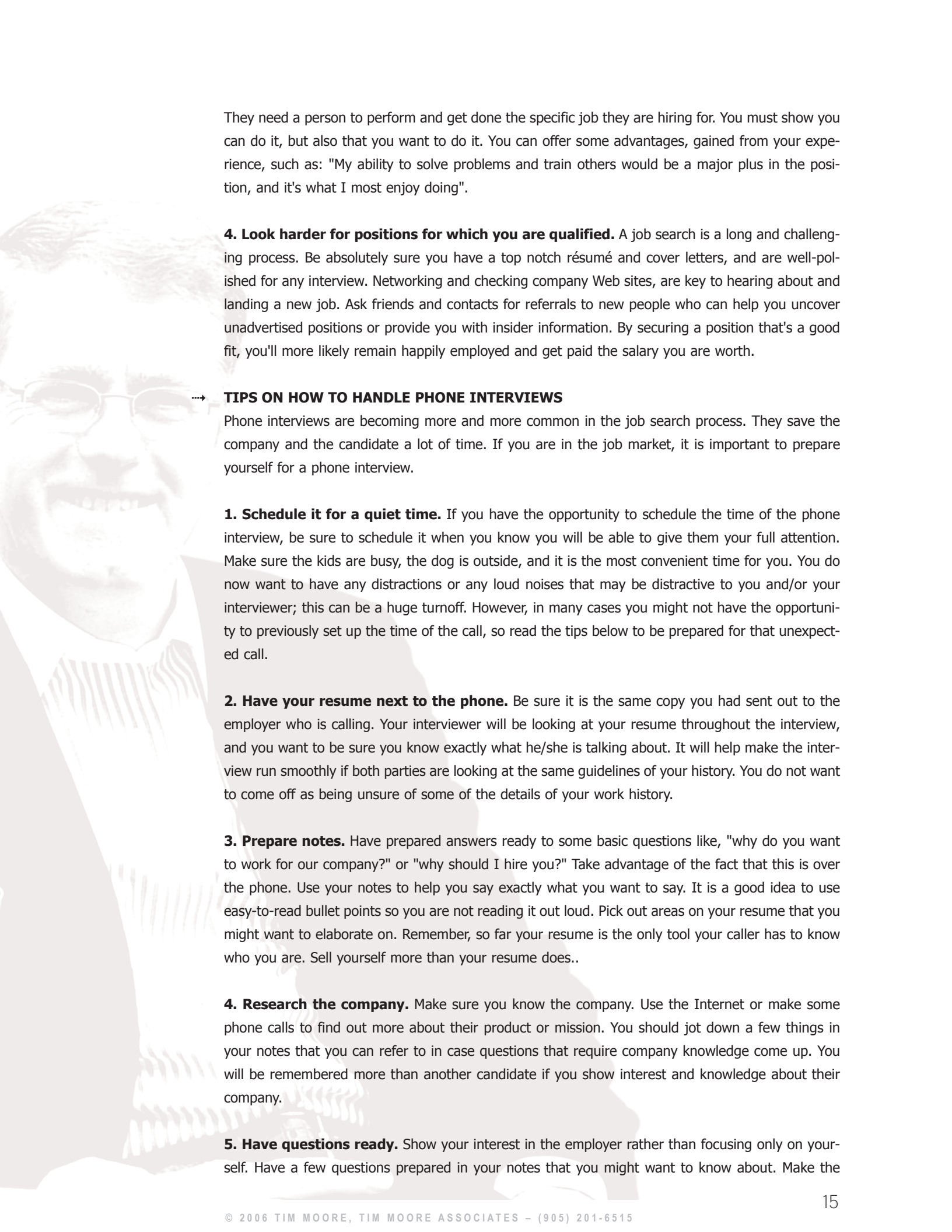
**1. Don't be tempted to "dumb down!"** This strategy moves your career backwards, and usually backfires. You typically end up frustrated, not hired, or worse, find a new job you can't wait to leave. Most employers today want you working at your ability level since productivity is key. Do some soul searching and savvy preparation.

Acknowledge that employers are reluctant to hire a person who is overqualified because they think the person is unlikely to be happy, won't stay long, might want the interviewer's job, or expect fast promotion and aren't seriously interested just in doing the job for which they are being hired. Nor do employers want someone who is burnt-out and sees their job as an easy paycheck. Sometimes you can be threatening to the interviewer, especially if you are truly suited for the interviewer's job. State your qualifications but be realistic about how low it's reasonable to demote yourself.

**2. Have a solid reason why you want the position.** "I need a job" is not a response that will endear you to them. You must use your communication skills to convince the employer why a demotion is a good option for you. Create a reasonable explanation.

Try: "My current position as controller requires 10 nights of travel per month. This has become an increasingly difficult sacrifice for my family. I have decided to seek an accounting position that allows me to focus on my strengths -- taxes, audits and computer integration -- but that also allows me to go home each evening. This is not an option with the subsidiary I work for. It requires a lot of out-of-town travel to do the job, which I no longer want to do. I believe the extensive financial skills I would bring will benefit your organization in a positive way. I see this as a win/win situation for both of us."

**3. Don't show desperation.** You may feel it, but it will work against your getting hired if you show it. Too often a job seeker says, "I'll start at any job just to get my foot in the door." That won't work - it's an outdated strategy. Being willing to take any job often makes the interviewer disqualify you.



They need a person to perform and get done the specific job they are hiring for. You must show you can do it, but also that you want to do it. You can offer some advantages, gained from your experience, such as: "My ability to solve problems and train others would be a major plus in the position, and it's what I most enjoy doing".

**4. Look harder for positions for which you are qualified.** A job search is a long and challenging process. Be absolutely sure you have a top notch résumé and cover letters, and are well-polished for any interview. Networking and checking company Web sites, are key to hearing about and landing a new job. Ask friends and contacts for referrals to new people who can help you uncover unadvertised positions or provide you with insider information. By securing a position that's a good fit, you'll more likely remain happily employed and get paid the salary you are worth.

→ **TIPS ON HOW TO HANDLE PHONE INTERVIEWS**

Phone interviews are becoming more and more common in the job search process. They save the company and the candidate a lot of time. If you are in the job market, it is important to prepare yourself for a phone interview.

**1. Schedule it for a quiet time.** If you have the opportunity to schedule the time of the phone interview, be sure to schedule it when you know you will be able to give them your full attention. Make sure the kids are busy, the dog is outside, and it is the most convenient time for you. You do not want to have any distractions or any loud noises that may be distracting to you and/or your interviewer; this can be a huge turnoff. However, in many cases you might not have the opportunity to previously set up the time of the call, so read the tips below to be prepared for that unexpected call.

**2. Have your resume next to the phone.** Be sure it is the same copy you had sent out to the employer who is calling. Your interviewer will be looking at your resume throughout the interview, and you want to be sure you know exactly what he/she is talking about. It will help make the interview run smoothly if both parties are looking at the same guidelines of your history. You do not want to come off as being unsure of some of the details of your work history.

**3. Prepare notes.** Have prepared answers ready to some basic questions like, "why do you want to work for our company?" or "why should I hire you?" Take advantage of the fact that this is over the phone. Use your notes to help you say exactly what you want to say. It is a good idea to use easy-to-read bullet points so you are not reading it out loud. Pick out areas on your resume that you might want to elaborate on. Remember, so far your resume is the only tool your caller has to know who you are. Sell yourself more than your resume does..

**4. Research the company.** Make sure you know the company. Use the Internet or make some phone calls to find out more about their product or mission. You should jot down a few things in your notes that you can refer to in case questions that require company knowledge come up. You will be remembered more than another candidate if you show interest and knowledge about their company.

**5. Have questions ready.** Show your interest in the employer rather than focusing only on yourself. Have a few questions prepared in your notes that you might want to know about. Make the

interview a bit more personal and more like a comfortable conversation; ask a question for them here and there.

**6. Know your schedule.** If your interviewer is interested in setting up an actual face-to-face interview, know what your availability is. The last thing you would want to do is succeed in a phone interview only to tell them to call you back because you are not sure when you can meet them. Chances are, you will not hear from them. Have a copy of your schedule next to the phone also.

**7. Plan a closing.** How many times have you thought of something you SHOULD HAVE said AFTER you left an interview? Do not let that happen again. Know that you have said everything you want to say before you get off the phone. Again, write down some notes as to any last things you might want to add or how you might want to close it.

### → REASONS WHY YOU'RE NOT GETTING INTERVIEWS

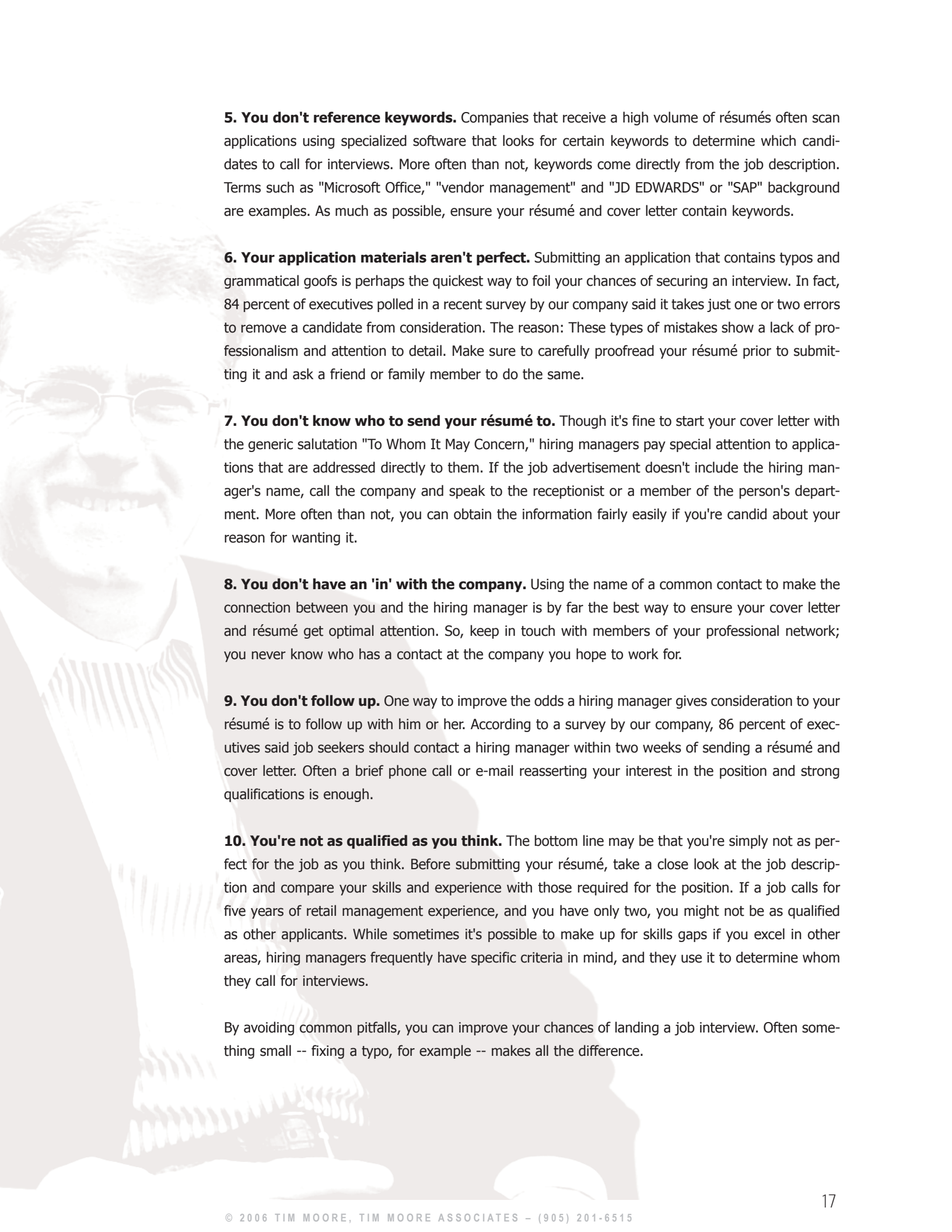
No matter how strong your skills or experience are, you won't land a new job without first securing an interview with a prospective employer. Job seekers often consider this step of the hiring process the most difficult -- and perplexing. After all, how many times have you considered your qualifications ideal for an open position only to never hear from the hiring manager about the résumé and cover letter you submitted? If you're looking for an edge, make sure you're not falling into these common traps:

**1. You only focus on the Googles of the world.** Companies that continually grab headlines and are highly recognizable can be exciting places to work. But so are many companies you've never heard of. Keep in mind that organizations that are household names often receive thousands of résumés for each opening. Consider exploring opportunities with small and midsize companies. They make up the vast majority of businesses in the United States and sometimes have trouble locating qualified candidates. If Google is your dream employer, don't give up the good fight, but also keep your eyes and ears open to other opportunities.

**2. You don't follow directions.** Each company has a different procedure it asks applicants to follow for submitting employment applications. Some ask that you use a form on their Web sites while others prefer traditional phone calls or faxes. Make sure you understand what the prospective employer seeks by carefully reading the job listing. Then, follow the directions to the letter. If you don't, your application may never reach the hiring manager.

**3. You need to revamp your résumé.** Sending out the same cover letter and résumé to all companies isn't likely to capture the attention of prospective employers. Hiring managers want to know why you're a good match for their specific business needs. So take the time to research employers and customize your job search materials by explaining why you're interested in a particular position and how you could make a contribution to the company.

**4. Your cover letter isn't enticing.** Think of your cover letter as an appetizer that convinces the hiring manager your résumé, the main course, is worth sampling. The best cover letters take select details from the résumé and expand upon them, explaining in depth how your talents and experience can benefit the prospective employer.



**5. You don't reference keywords.** Companies that receive a high volume of résumés often scan applications using specialized software that looks for certain keywords to determine which candidates to call for interviews. More often than not, keywords come directly from the job description. Terms such as "Microsoft Office," "vendor management" and "JD EDWARDS" or "SAP" background are examples. As much as possible, ensure your résumé and cover letter contain keywords.

**6. Your application materials aren't perfect.** Submitting an application that contains typos and grammatical goofs is perhaps the quickest way to foil your chances of securing an interview. In fact, 84 percent of executives polled in a recent survey by our company said it takes just one or two errors to remove a candidate from consideration. The reason: These types of mistakes show a lack of professionalism and attention to detail. Make sure to carefully proofread your résumé prior to submitting it and ask a friend or family member to do the same.

**7. You don't know who to send your résumé to.** Though it's fine to start your cover letter with the generic salutation "To Whom It May Concern," hiring managers pay special attention to applications that are addressed directly to them. If the job advertisement doesn't include the hiring manager's name, call the company and speak to the receptionist or a member of the person's department. More often than not, you can obtain the information fairly easily if you're candid about your reason for wanting it.

**8. You don't have an 'in' with the company.** Using the name of a common contact to make the connection between you and the hiring manager is by far the best way to ensure your cover letter and résumé get optimal attention. So, keep in touch with members of your professional network; you never know who has a contact at the company you hope to work for.

**9. You don't follow up.** One way to improve the odds a hiring manager gives consideration to your résumé is to follow up with him or her. According to a survey by our company, 86 percent of executives said job seekers should contact a hiring manager within two weeks of sending a résumé and cover letter. Often a brief phone call or e-mail reasserting your interest in the position and strong qualifications is enough.

**10. You're not as qualified as you think.** The bottom line may be that you're simply not as perfect for the job as you think. Before submitting your résumé, take a close look at the job description and compare your skills and experience with those required for the position. If a job calls for five years of retail management experience, and you have only two, you might not be as qualified as other applicants. While sometimes it's possible to make up for skills gaps if you excel in other areas, hiring managers frequently have specific criteria in mind, and they use it to determine whom they call for interviews.

By avoiding common pitfalls, you can improve your chances of landing a job interview. Often something small -- fixing a typo, for example -- makes all the difference.



→ **THINGS THAT WILL GET YOU HIRED**

Here are some of the most efficient, effective ways to find new work.

**1. Customize your resume and cover letter.** It might seem faster to blitz off generic materials to dozens of potential employers, but this will cost you time in the long run. Tailor your resume and cover letter to each open position to clearly demonstrate how your experience fills the employer's requirements.

**2. Diversify your search.** If you've been responding to newspaper ads with no response, also post your resume online, search some job Web sites, talk to your friends and attend an industry trade show. The more ways your search, the more likely you are to connect with the right employers and individuals.

**3. Don't go solo.** Your friends, family and former co-workers each have a network of their own - and a friend of a friend at their companies. Employers are looking for candidates who would be a good fit and thrive within the company culture.

**4. Find a company where you fit in.** Browse potential employer's Web sites and ask your friends and associates about what it is like to work at these companies. Employers are looking for candidates who would be a good fit and thrive within the company culture.

**5. Don't get discouraged.** Experts estimate the average job search to last anywhere between three and ten months, on average and that means a LOT of rejection. Keep at it. Your dream job is out there.

**6. Always be prepared.** You can never be too prepared for your first meeting with a potential employer. Before your interview, always browse the company's Web site. Find out as much as you can about the company's products, leadership, mission and culture, and prepare answers to common interview questions.

**7. Be on time.** Whether it's an information interview, an open house, or a formal interview, always arrive about 10 minutes early. Allow plenty of time for traffic and poor weather.

**8. Dress and act the part.** In a business setting, always dress in professional clothing in the best quality you can afford. Take the industry and employer into consideration, but a business suit is almost always appropriate for interviews.

**9. Listen more than you talk.** Even if you're nervous at an interview, try not to ramble. By keeping your mouth shut, you can learn valuable information about the company and avoid saying something you wish you hadn't.

**10. Ask good questions.** At the end of the interview, the employer will inevitably ask if you have any questions. Have a list of questions prepared that showcase your company research and interest in the position.

→ **YOU'VE GOT THAT NEW JOB - THINGS THAT WILL CAUSE YOU TO LOOSE IT.**

After spending weeks -- or months -- diligently looking for the perfect job, the last thing you want is to be forced back onto the job market. A few wrong steps, however, and you might see a pink slip before a paycheck. If you want to guarantee your spot in the unemployment line, try some of these moves:

**1. Don't bother learning what's expected of you.** Sit down with your manager and make sure you understand exactly what your job entails, your deadlines and any relevant department policies. This eliminates ambiguity and ensures you'll know how your performance measures up.

**2. Learn to say, "That's not part of my job description," and use it frequently.** Everyone needs to set limits, but doing only the bare minimum sends a clear message that you're just interested in a regular paycheck. Sooner or later, your boss will start looking for someone willing to take more initiative.

**3. Go shopping in the supply closet.** While you're at it, run a few errands with the company car and pad your expense report. Stealing from the company is one of the best ways to guarantee your immediate dismissal.

**4. Abuse company technology.** Think your boss won't notice that you spend more time instant messaging your friends than you do working? Think again. Most companies monitor all their employees' e-mails and Internet usage -- and that includes what you do with your laptop after hours. Never use your company computer for anything illegal or X-rated.

**5. Complain about your job to anyone who will listen.** Whether your pay is too low, the work is drudgery or you think your boss is an idiot, be careful of who hears you complain. If it gets back to your boss, she may just put you out of your misery.

**6. Forget teamwork -- look out for No. 1.** No one wants to work with an arrogant employee who steals ideas or an egotistical worker who demeans others. Helping your co-workers doesn't make you a pushover, it makes you smart. Likeable employees move up the company ranks more quickly, and your colleagues will be more likely to help you find leads when you launch your next job search.

**7. Bring your personal life to work.** It's inevitable that personal business is going to pop up during work hours. But keep in mind that cubicles don't lend any privacy, so the whole office can hear -- and are distracted by -- you making that appointment with your waxer. Keep personal calls and errands to a minimum during work hours.

**8. Consistently work "abbreviated" workdays.** Want to show your boss how little you care about your job or career progress? Regularly come in late and leave early. After all, if you can't be trusted to show up on time, how can your boss trust you with more responsibility?

**9. Treat deadlines more like guidelines.** When you procrastinate, everyone suffers. Your missed deadlines reflect poorly on you and your boss, and they delay everyone else on the project, since they can't finish their work until you do yours.

**10. Operate the gossip mill.** While you can't avoid office gossip completely, don't get caught spreading it. Think about it: Do you really want hurtful or untrue rumors to be traced back to you? And remember: A few martinis are no excuse for getting loose-lipped.

## NEGOTIATION STRATEGIES

### **1. Be prepared.**

The more info you have about your market value and the prospective employer the better. Time spent learning how to negotiate and preparing for negotiations is time well spent.

### **2. Don't damage your image.**

You'll have to work with the person with whom you're negotiating. Don't necessarily go for the absolute best possible deal every time. See both sides. The employer's primary concern isn't negotiating the least expensive compensation package they can get away with...no matter what you may think. Rather, their focus will be on getting you to accept the job, and the start date. Understand your needs and that of the potential employer.

### **3. Priorities.**

What do you want? Lower salary and large equity stake? Are you able to handle dramatic swings in income from year to year? Family owned firms may offer better competitive salary and large bonus based on results, but may not be willing to offer significant equity to NON family members. Start ups may not be able to offer market salary, but typically offer stock options with min. terms - which may turn out to be more money later on... .

### **4. Try to fully understand the particular negotiations.**

Are YOUR skills in great demand? Are you one of several qualified candidates the company would be happy to hire?

### **5. Never lie.**

Don't lose your credibility and always be suspect. Your total candor won't be rewarded either. You're under NO obligation to blurt out everything you know. Decide what you want to say and how to say it. Put things in positive light.

### **6. Understand the role of FAIRNESS.**

Even with constraints in budget and organization, employers usually have room for things which are fair and reasonable. Justify your request for more benefit(s) in terms of fairness.

### **7. Use uncertainty to your advantage.**

The more info you convey to a potential employer about your bottom line, the more likely it will limit what you get. By not disclosing EXACTLY what your current salary is or exactly what it would take to get you to leave your job, you'll force a potential employer to make a better offer.

### **8. Be creative.**

Consider the value of the TOTAL package. Look for different ways to achieve your objectives. Propose or make tradeoffs to increase total deal value. Don't be afraid to withdraw requests that may be problematic to the Company in return for improvements where the Company has flexibility.



→ **ADDITIONAL TIPS**

**1. Give them an idea of what to expect - your purchasing perspective.** "I hope you don't mind, but as a Procurement Specialist, I've been trained to consider and review contracts in detail. "Would you mind if I had a day or two to review the offer before I propose modifications to it or sign it off?"

**2. Focus on your goals, it's not about winning or losing.** It's important not to make your future boss feels as if they've lost in the negotiations. You'll gain little by negotiating a good deal if you alienate your future boss in the process.

**3. Know when to quit bargaining.** Know when you've achieved everything you could have reasonably be expected to gain. Few companies want to hire a prima dona. Remember you're establishing a starting point for your career with the company. Get too little and you're disadvantaged throughout your career there; push too hard and you can sour your relationship before it begins and build higher (performance) expectations. .

→ **SOMETHING ELSE TO AVOID....and WHY !!**

Counteroffers - Good or Bad? You have been unhappy for a while, and have just accepted a position with another company and are in the process of turning in your notice. It was a difficult decision, and you thought long and hard about what path you want to take. But ultimately, you have decided to leave. In your resignation meeting, you tell your employer you have decided to leave the company to go to another opportunity. Your employer interrupts you by saying, "I can't believe that today is the day you are telling us you are leaving. What a coincidence! Tomorrow we were going to promote you, and the next week we were going to give you a top-secret bonus. Why don't we just give you those things today and forget about your leaving? What sort of offer did they make you? We'll match it."


That was easy, you think to yourself. Now you have finally received the raise that you didn't get before and a promotion to go along with it. What a negotiator! Companies try to keep their staff as long as they can, and when a desirable employee turns in his or her notice, many times a well-intentioned manager will try to talk the employee out of it with a financial incentive to stay. (In some cases, even UNdesirable employees will be asked to stay, depending on the workload and production situation of the Company. It depends on how much of an immediate "impact" the employee's leaving will create.)

**But before you accept that counteroffer, consider the following reasons why that last-minute decision came up and why it should be the last decision that you make with this company:**

It's easier to keep you with a counteroffer than replace you. The cost of recruiting and placing a qualified candidate can be significant.

The promotion and raise your employer is giving you is not based upon your merit. If that was the case, then you would have already received it.

If you have to turn in your notice to a company just to get a raise and a promotion, then is that the



type of company you really want to work for? Because of the timing of this advancement, it's clear the reason is to keep you. Once the crisis has quelled and the status quo is back in place, then the odds are very high that this raise and increased remuneration could be revoked.

Why should a company keep someone who didn't deserve a promotion and instead received it in reaction to a fear of departure? When the crisis is over, so will be the incentive to keep you. It may be simply a matter of how long it takes to discretely find someone else to ultimately replace you. They won't respect you. They know that they are the ones who really call the shots in your career, not you.

Your manager's effectiveness is judged by how well he keeps staff happy and by how long s/he retains staff. S/He could be afraid that their competence as a leader will now be in question, which could damage their own chances for advancement. Your employer might say they'll forget about the whole thing, but every visit to the dentist will (now) be viewed with suspicion; if it wasn't already.

Well-managed companies rarely consider counteroffers for their staff. Instead, they treat people with the dignity and respect throughout their working life there, and when notice is given, they'll respect and consider it as coming from an individual who has thought long and hard enough to take their career into their own hands. Healthy companies will tell you, "Thank you for your service, and we hope that you have become a better person by working here, and have a great new job. Consider us if you ever want to come back. We'd love to have you here again." Leaving a company is something that happens to everyone in the world of work. Consider too, that in preparation of your arrival at your new job, new office space, furniture, business cards, notifications to suppliers and staff, booking training sessions, new employee orientation, reservation of company equipment and (possibly) vehicle, etc.; may have already been invested by your new employer as well. Minimize both the potential career damage, and your own anxiety in this transition, by having the confidence to stick with your decisions.

Finally, when you get that new job, do it well and continuously seek out new challenges and opportunities for learning. As you take on added duties and expand your skill set, there will be opportunities to negotiate further improvements.

## **SELLING AND PROMOTING YOURSELF**

Purchasing & Supply Chain Specialist are NOT marketers. Tim Moore Associates can represent and promote you. Our clients normally come to us after exhausting other means such as internal company referrals, automated job sites, classified ads and other (unsuccessful) recruiters. They want a professional, discrete, and FAST introduction of candidates without the phone calls, faxes, people "dropping in" etc.

### **TIM MOORE ASSOCIATES WORK FOR YOU BY:**

Qualifying the employer to ensure that a legitimate opportunity exists; and gauging their true Purchasing and Supply Chain knowledge and appreciation.

Paving the way for you by introducing the client to you, your credentials, the C.P.P. Accreditation Program, what to look for in Procurement Specialists, salary ranges, etc.



**YOU CAN HELP TIM MOORE ASSOCIATES BY:**

Registering with us, by simply completing an online Application Form located at our website at ([www.timmooreassociates.com](http://www.timmooreassociates.com)). Send your resume to us as a MicroSoft Word attachment via the application form as well or to: [tim@timmooreassociates.com](mailto:tim@timmooreassociates.com)

Checking the website at least once a week to see if there are posting which you may be interested in. (You can also **register for our handy "e-mail notification"** program, and receive e-mail job listings as they become available. Go to [www.timmooreassociates.com](http://www.timmooreassociates.com) and on the Home page, lower right hand portion, add your e-mail address in the boxed area and click enter. It's as simple as that.)

Keeping your resume up to date by including title changes, new expanded responsibilities, further educational credits, etc. and sending it to Tim Moore Associates.

Promote Tim Moore Associates to your own Company's Human Resources Department as a source of quality Purchasing and Supply Chain professionals. Ask your Human Resources area to contact Tim Moore directly at (905) 201-6515.

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