The ROSS-HR Job Search Program©

Most of this unique program applies to all of our Clients, however, do not use that caveat to pick and choose which parts you will or will not use. We believe in hard work, not calls out of the blue, although, they do come from time to time. The question is, can you depend on one of those coming?

Job hunting is ALL OUT WAR…a no holds barred; all the stops pulled out; may the best man win contest to see who gets the best job…the right job for them. It is a numbers driven process. Yes, there are those who say you should job hunt with a rifle rather than a shotgun. We say use a Gatling gun which is the equivalent of a hundred rifles. No, we don’t advise slinging enough mud at the wall in hopes that some of it will stick. That might just muddy the water.

Many of our clients have been told by well meaning folks that it would take them six months to a year to become re-employed. Once they put our program into practice they soon found out what we already knew…that six month time frame is not true, it is hogwash and drivel put out by those who do not understand job market dynamics.

There are always jobs out there…on all levels for everyone who is seeking work. Three and a half to four million people find a job every month yet there are still millions of unfilled jobs…going begging. Take a look at just a couple of job web sites with tens of thousands of jobs listed. If some companies listed all of their openings even the web, with its almost infinite capacity, would be strained to handle the traffic.

Does this mean that everyone will get a job just like the last one they had, or the job of their dreams? No way, when this country stopped making Conestoga Wagons and Buggy Whips, Typewriters and carbon paper those employed in their design, manufacture and distribution had to find other employment. Guess what…they did and so will you even if the program language you write in is now passé.

 Millions of workers now have two and sometimes three different careers. So what? Some like it that way. The changes in industry and commerce are moving fast and if you stand still you might just get run over. Will the new career pay what the old one did? Not always, sometimes more, sometimes never. So what? You know the old saying about “death and taxes”, well add “change” to it.

We have a saying at ROSS-HR, **“The worst thing that could happen to one of our clients is for them to get a job offer…A single, lone-wolf job offer.”** If our program is followed, they will have sent hundreds of resumes resulting in dozens of interviews which should result in two or three excellent, acceptable job offers, allowing them to pick the very best one…the right one for them.

To sum it up...put on a full court press. Work ten or twelve hours a day. Don’t let anything else interfere with this job. Hit the streets, get interviews, apply everywhere, network.

In this electronic job hunting age you have many hurdles to overcome: Special ways to send your resume; Scanning devices looking for key words and phrases; Gate guards who stop you at the parking lot and send you home to submit a resume; Gate guardians who, if you are lucky enough to get in the door, tell you to leave your resume and irritate the bejabbers out of you with the “don’t call us we’ll call you” routine; Phalanxes of clerks who are charged with culling out the good from the bad whether the resume came in by mail, fax or email; Intermediaries who are afraid to pass on a questionable resume for fear they will be called down...so there goes Einstein or the next Bill Gates back into the
Ethernet; Secretaries & Administrative/Executive Assistants who, thinking they are protecting their boss, head off your phone call, visit or mailed in resume, relegating you to the round file or sending you off to become someone else’s problem and finally HR departments who work you over with phone interviews designed to weed you out, Group interviews to intimidate you, stress interviews to raise your already high blood pressure and torturous tests of all kinds including giving urine samples while someone watches.

Contents
Here is a list of the items we are going to cover. Each one is a vital link in the most important job you’ve ever had that of finding the right job. An effective Job Search Program targets all of these resources at the same time. Your success is directly proportional to the level of effort you invest in the process.

1. Companies
2. Employment Agencies
3. Staffing Services & Temporary Help
4. Contract Services
5. Recruiters
6. Web Sites
7. Newspapers
8. Trade Journals, Magazines
9. Networking
10. Direct Mail
11. Universities & Business Schools
12. Job Fairs
13. Relocation
14. Government

Other White Papers to be sent separately as called for include:
The Resume       A Business of Your Own       Curriculum Vitae
Cover Letters    The Interview               Applying for Government Jobs (KSA’s)

Let’s set the stage…
You may be a six figure executive RIF’d in the latest round of layoffs after twenty years with your company…A recent college or about to be college grad who has been overlooked by the recruiters who came and went without so much as a „by your leave’…A house mom who has been raising your family for ten years and now ready to reenter the job market or just an unhappy camper looking for greener pastures…

What you all have in common is you haven’t looked for a job for a while and that makes you a non-expert job hunter who is about to match wits with people who do this all day long every day. Everyone else is paid by someone else and has their best interests at heart. You need someone in your corner, helping you, guiding you and encouraging you… and that’s your Coach at ROSS-HR.

Finding the 80% of the jobs that are not advertised
80% of jobs are NOT advertised. Employers can’t afford to advertise every job and even if they could your local paper would look like a New York telephone directory every Sunday. So, they search for good people in many other ways:

Advertising & PR:
- Trade Journals
- National & Regional Magazines
- Radio & TV
- Web (on-line job posting sites and postings on internal site)
- Local & National Newspapers
- Recruiting (Colleges, Universities, Business & Trade Schools)
- Recruiting (Military)

Proactively:
- Recruiters
- Their own employees (including paying bonuses)
- Mail in’s
- Fax in’s
- Walk in’s
- Email in’s

Note: You need to tap all those same avenues in order to not overlook any possibilities

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That means you have to unearth companies who are hiring. It doesn’t matter what they are hiring, accountants, engineers, factory help, clerical help...whatever. Then approach them, preferably in person but by email, mail or Fax as a last resort to tap the 80% of the jobs they haven’t advertised or even listed internally.

**People vs. Paper**
People seeing people in person wins hands down every time. That’s why it behooves you to go in person whenever possible. If you can get your foot in the door you have a leg up on the competition who dutifully send their resume and then sit by the phone waiting for the call that never comes. Let the company see you, looking sharp, dressed professionally, with a nice attaché case and a smile on your face and a good old Texas style firm handshake. The proof is in the pudding as my mother used to say and people over paper is the way to go.

**No Experience or Too Heavy for the job**
Keep in mind that there are about 140 million people working. Not one of them had “experience” when they started. Most were trained by their employers. Employers are so in need of people that they will accept someone who appears to be “too heavy” for the job. They do it every day.

**Presently Employed Caveat**
If presently employed do nothing to jeopardize your present position. The best reference you can ever have is to be employed. Recruiters love you if you have a job. It makes their job of selling you to a client so much easier. You are safe with Employment Services of all kinds and Recruiters and applying to companies who give their name. Keep away from Box #’s or just numbers in an ad. Do not post your resume on any web site.

**Printing**
For Job fairs, Employment Agencies & Employers, have your resume printed out in color on bright white 24 lb. paper. Don’t use heavy cream colored, so called, Resume Paper. It does not copy well, numbers break up and it is hard to copy or fax. Give it the KISS treatment. More is not better and facts over fluff wins the day.

**1 - Companies**
The most economical way for companies to find the people they need is to look at those who walk in off the street and apply for work. One thing they know is they have a serious job seeker on their hands. That’s why we recommend that you get up, get out and go see them. Make that list of companies you know are hiring. Obtain this from newspaper ads, web sites, friends, chamber of commerce lists, Standard & Poors on line, Thomas’s Register, articles, job fairs and signs on their premises. Work up an itinerary but don’t be totally controlled by that. If you are driving from one company to another or to an Employment Service and see a company that looks interesting, pull in and go see about a job. Then you can get back on your itinerary. Industrial firms, hospitals, banks, insurance companies, municipalities, retail establishments...they are out there by the thousands and most of them are in need of help. Don’t call them, just drop in. If you call they will ask you to send your resume. You want them to see you in person, not hiding behind a computer. If you get stopped at the door or the parking lot, so be it, send them the resume (email, fax, snail mail). See [Section 10, Direct Mail](#) for more insights.

**2 - Employment Agencies**
Go see those who handle the type of work you are looking for. Their ads in the print & web Yellow Pages, Web Sites and in the newspaper will let you know the areas they specialize in. Work them in with your visits to local companies so you are not driving from one side of town to another. Map out your itinerary the night before so you go from one interview directly to another close by. If you don’t complete all the stops, there is always tomorrow, at least you have your day planned from 8am to 4pm.

**Note:** There is usually a difference between them and the Temporary Help Services and Contract Services which we cover separately.
Some Employment Agencies are local some are regional, some national and even international. Don’t call for an interview, most will try to screen you out on the phone. Go see them in person dressed for business. Let them see you, how nice you look, how articulate you are and what a wonderful resume you have.

Always fill out their application in detail before attaching your resume. Never say, “see resume” to them or to any company. Let them know you can send them a computer copy for them to use if they desire.

Check out Employment Agencies on the internet. This should tell you more about the types of jobs they handle. If multi-officed, you will be able, by searching their job listings, to find the specific offices who handle your specialty.

By working with them, they will think of possibilities that you might never have thought of. Let them send you on many interviews to get the experience of being interviewed once again. Work with your Coach while doing so. Employment Agencies usually walk both sides of the street: Filling Jobs and Placing people. If they like you, even if they don’t have an opening, they may make some calls to see if they can line you up with one of their clients or even a company new to them. Some have Recruiters on staff and some are Temporary Help services and some run Contract Services. The major difference is that the others concentrate 100% on filling jobs.

You may run into them by answering ads in the newspaper, magazines or the web. They may be local, if so go see them, if not send your resume as an attachment to an email that lets them know three things…

1. If you are presently employed…If you are, they will keep this confidential and do nothing to jeopardize your job. Also, presently employed applicants are their preference; their stock in trade. This allows them to present you in the best light possible.

2. Your base salary requirements, including a minimum, least acceptable amount as well as an idea of your total earnings desired including bonuses and/or commissions.

3. If you are planning or willing to relocate to their area…Let them know when you plan to be there and for how long so they can set up interviews for you in advance.

Nothing more is needed in the email as the resume speaks for itself.

Oh, and this should go without saying, there is usually no charge to you for their placement services. If there is a charge it should only be for successfully placing you and even then there should be some sort of guarantee with that. If they have charges for other services, check with your Coach before signing up. Some will, if you can believe this, tear your state of the art, hard hitting, door opening, brand new ROSS-HR resume apart and then magnanimously offer to redo it for a fee that usually exceeds what you have just paid us. Others will offer to do what we do, coach you, for a sum which can range from hundreds to thousands.

3 - Staffing & Temporary Help Services

These come in all colors, sizes and shapes. Some concentrate in the clerical end some in the industrial labor end and some handle all kinds of specialties such as Medical, Technical, Industrial, Accounting, Engineering, etc. They can put you out on a Temp assignment to keep money coming in while you look for work. If appropriate, they will test you and allow you to upgrade your clerical skills using their tutorials.

Some do TTH (Temp-To-Hire) where you work a Temp assignment on a job where the employer is really looking for a full time, permanent employee. If you like the company and they like you then after a short period of time, usually 13 weeks (3 months) you will be made an offer of a permanent position. In some cases, the 13 weeks may be cut short if the company really wants you and is afraid you may take a permanent position elsewhere. This is usually to your benefit if you want the job. It also puts you in the driver’s seat in negotiating the offer. Check with your coach.
Some also do **Contract work** where you may work on an assignment, under contract, for a year or more. In some cases there will be benefits either included in the job or ones you can pay for.

Keep in mind while you are working at a Temp Assignment you need to network with others who are working there who might know of jobs elsewhere you could apply for. Also, on your lunch hour, head down to the HR department. You will find many job orders on the bulletin board and staffers willing to talk to you about other jobs at the company you may be more qualified for than the one you are working on. Your Coach can help explain how they price their jobs and what you can expect if a TTH job goes Perm.

### 4 - Contract Services

This is a hybrid type of Staffing Service that finds large numbers of people for employer clients in specialized areas such as: Accounting, Engineering, Clerical, labor, etc. In some cases these jobs can lead to permanent berths. Some last for months some for years. Some, because there are no benefits, may pay more than a similar position at the company to offset the need for you to obtain your own benefits.

**Note:** When utilizing these three types of services, work closely with your Coach as each situation is different.

### 5 - Recruiters

There are thousands of recruiters and many Employment Agencies and Staffing Services have Recruiters on their staff. Recruiters represent the company who is looking to find a certain skill set in a person who is, preferably, presently employed. That’s another good reason not to leave your job until you have a new one. Some Recruiters are one man shops while others have huge staffs and a large number of offices. This doesn’t mean all the offices do the same type of work. So check them out before sending your resume.

If you are presently employed, let them know up front, they like that. Advise them of your earnings range. Some won’t accept you if you are under $85,000, some if under $150,000…Resist the urge to give a long song and dance in the email containing your resume as an attachment. Let the resume speak for itself. Don’t try to call or follow up and **don’t expect a response**. They get hundreds of resumes a week and either file yours *(most are highly computerized)* or deep-six *(delete)* it.

Remember, its a numbers game. Leave no tern un-stoned. Keep looking for those Recruiters who handle jobs like yours. Networking can be a great help. Talking to employers as to which Recruiters they use can also be helpful. Check with former bosses, peers, suppliers, vendors and customers & clients and talk to people in reception areas while you are waiting to be interviewed. We have a list of thousands of Recruiters and may recommend some for you. If your network only has a name and a phone number let us know, we may be able to find the email address. We also supply you with several other Recruiter lists and directories on the web…so check them out for those who represent companies and handle certain job skills that would include you.

The location of a recruiter is not always indicative of where the jobs may be that they are working on. A recruiter could be located in Florida and have a client in Chicago who is looking for a person in Dallas. Most work across state lines and even regional lines.

Some recruiters will claim to help you negotiate the package when you are offered a job by one of their clients. And to some extent, this is true for they want to make sure you **WILL** accept. Keep in mind, they are being paid by the company and that is where their loyalties lie. If they are being paid 40% of the salary *(sometimes the entire package, including bonuses and commissions)* and the offer is $100,000, that means they get $40,000. If they are able to help you get $110,000, it only means $4,000 additional. The whole deal could be jeopardized if you push too hard.

High powered recruiters, usually working positions in the higher salary brackets or difficult to fill job areas, are paid a retainer up front. They get to keep it, win, lose or draw. Its like a signing bonus and an indication that the company will not give the opening to a dozen recruiters; may the best man win.
Most recruiters, however, are hired and paid on a contingency basis. Even so, they push hard to be the only company on the job search.

While most recruiters only fill jobs, some will also attempt to find a spot for what they consider a very place-able person. Also some will use a very place-able person in their telemarketing for new clients or to renew old ones. You might be that person if you are properly packaged.

6 - Job Web Sites

At best, most job seekers obtain 10-15% of their job leads from job web sites. However, if you use our technique and our rationale, that percentage can be upped to 25-35% or more.

There are hundreds of job search web sites. You may be aware of some that specialize in your type of work. Wonderful, use them. While networking, you may find others to check out…good, do so. New ones spring up every day; many to cater to certain types of companies or jobs. We will give you some of our best bets to work with. They will be grouped, so ignore those that don’t work your field. If unemployed, don’t just post your resume and go watch TV. You need to re-post it every 5 to 6 days making the job title different.

Also where the web site has a search engine that allows you to look for jobs, do so… every day. Look under different titles and in different ways since most search engines are not perfect. Keep poking around looking for potential employers to contact in person or via the other means discussed in this material.

If you see the name of an employer you recognize and would be interest in working for…Google them, get their website and search its job openings. Also, look for names of executives to whom you might direct your resume. Another approach is to Google companies that you are unsure of to learn more about them. You may be pleasantly surprised at finding a hidden gem.

There are city, county, parish, state and federal government web sites with jobs. They can be a little more difficult and time consuming to respond to, but we are experienced in helping you do that. Talk to your Coach to help in that area (see Section 14, Government).

Note: In all this job searching while you are looking for jobs that meet your requirements…don’t let that keep you from sending your resume to or visiting a company who is hiring, regardless. Keep in mind the 80/20 rule, if they are hiring, anything, they might have a job for you. So you are looking for companies that are hiring… period end of report……………………………………………………………………………………………………

Employment Agencies (with branches or franchisees) usually have web sites that allow you to search for jobs of the kind you qualify for. That’s great. It means you can find the offices in such a system that should be made aware of your background. You will find some of these in our web site list others will pop up in ads on the web and while networking.

7 - Newspapers

There is a plethora of vital information contained in newspapers. They should be your constant companion in your Job Search. Depending on your needs there are local papers and national ones like the Wall St. Journal and Barron’s. Major City newspapers; Chicago, LA, Atlanta, NY, Dallas, etc. can give you ideas and names of companies to contact in your area even though they might not be advertising locally at this time. Each fills a niche in the search. If you are moving to a new location, the paper(s) in that area can be of great help. They will have ads on Job Fairs and you can schedule a trip to coincide with them.

Yes, you are looking for jobs that you might qualify for but don’t forget to look for companies who are hiring… anything. They are on the move and may need you for an unadvertised job. Check the business pages for companies moving to town, moving into larger quarters, hiring and starting new divisions. See who is being promoted, their company might need a replacement on the job they left. Look for names of department heads and executives, we call them Hiring Authorities, so you can send your resume directly to them. Some papers can be found in your local library, at a bookstore and on the web.
Friends who live there can send them from cities you are interested in exploring. A call to a paper will get you a copy quickly, just be sure it includes the classifieds.

8 - Trade Journals & Magazines

These are loaded with ideas from ads to articles to the classified job section in the back. You will find them in the public library, local and big nearby city, and university libraries, even in your own companies waiting room. Ask friends and family to bring you copies from their companies. Book stores have shelves of magazines and papers filled with the names of potential companies to approach. Take your lap top and enter their web sites which usually have a section on employment. They will stimulate your thinking of possible careers, companies and avenues to explore. You will find the Employment Agencies and Recruiters who run advertising for people like you.

9 - Networking

We all hear about this one and how important it is, but nobody tells us how to do it. There are several parts to it, so let's take them one at a time, OK. First, if you are unemployed forget pride, pride goeth before a fall, let everyone you ever knew know that you are looking for work. They really do understand; it happens to the best of us. Send them your beautiful, eye catching, easy to read new resume that makes you look like a million bucks. Ask for their help and be specific:

- What companies do you know of that are hiring? Who do you know, personally, who hires people?
- What recruiters are you aware of who have been hitting on you?
- How did you get your last job?
- Can you recommend any good Employment Agencies?
- Would you pass my resume on to your circle of friends, they may be able to help me.

In addition call old bosses, co-workers (Peers) and subordinates, asking the same questions. Get their email address and send them your resume. When going to meetings of any kind, Lions, Rotary, CofC, Church, Garden Club, Book Club, take your resume along and give a copy to everyone there. People love to help people, so give them the opportunity to do so. Leave nothing to chance. Ask, Seek, Knock…“Ask and it shall be opened unto to you.”

When you have an interview and they tell you there are no openings for you ask them, “Who do you know who uses people like me?” or “Who do you know who is hiring?” Keep in mind HR people from different companies meet in HR associations. Sales Managers meet in sales associations. Technical people meet… and one of the things they all talk about is the jobs they are having a difficult time filling. Many times they can give you a good lead and even an introduction to a friend who is hiring. Also ask, “When you need someone like me, what recruiters do you use?”

You’ve heard that old adage about the guy who got the unbelievable job… he was lucky… he was in the right place at the right time. Remember this:

To be in the right place at the right time you have to be in a lot of places all the time.

10 - Direct Mail

Here’s one that got lost in the shuffle of Web sites and emails and networking. Yes, you can do part of it that way, but snail mail still opens doors, just look at how many trees they cut down to fill your mailbox every day. They wouldn’t do that if it didn’t pay. Beware of the naysayers who talk about using a rifle instead of a shotgun. They don’t know how or why this approach when properly done will work. Of course if you can get email addresses then feel free to use them as well. Ordinarily, those are not posted on most lists for the executives you are aiming at.

You can obtain lists of companies with names of officers to send your resume to…very economically. There are many such companies and some will do the mailing for you. American Business Lists www.abl.com is one. Cheap at the price! Chamber of Commerce lists also have the names of the people you need to get in front of. As you make your lists of companies to approach from many
different sources you can Google them and check them out on the internet to find the names of the people to send to there as well.

Hit a hundred or more VP’s of Sales in fields that could use your experience. Did you ever know a Sales Manager who didn’t have someone he’d like to replace but didn’t have the time to look or list the job in HR?

How about five hundred attorneys? Yes! You could send your resume directly to all the law offices in town (a much smaller number), and their Office Manager would check to see if they had an opening for you. But, if you also send it directly to all the attorneys at that firm, you might unearth a job that doesn’t exist right now or you might have three attorneys telling the Office Manager they want to interview you.

The list might include companies you’ve sold to, bought from or serviced.

The objective of direct mail is to reach the Hiring Authority… the one who can make a decision. The one who can create a job where none exists now. The one who can overlook the detailed job specs that might cause a gate keeper to hit the delete button on your resume. The one who can tell someone below them to get you in for an interview. You don’t even need a cover letter to confuse the issue or waste his/her valuable time.

The unique design of a Resume by ROSS-HR obviates the need for a cover letter and quickly tells your story to very busy people. Either they see the possibility or they don’t. It’s a numbers game. It’s a way of having you in the right place at the right time.

11 - Colleges, Universities & Business and Trade Schools

Many of these have placement offices for their students and alumnae. Go see them and ask about jobs that you would be qualified for. In many of these organizations, the jobs are posted in public places on bulletin boards. If you are a student and have been passed over by the company recruiters who came to interview on campus, don’t despair! Go talk to your professors, many times they have relationships with companies and can open doors for you.

Consider taking a part time teaching job at a University or Community College. It’s a good way to interact with companies possibly resulting in a consulting assignment and / or a job offer.

12 - Job Fairs

Keep in mind your objective… Get an interview at the company!

All they ask is for you to bring a bunch of resumes. Your unique ROSS-HR resume will stand out above all the others. No, you don’t need a business card. Either the resume will do the job or they don’t need someone like you. Save your money, have a place like Staples print your resume in color on bright white, 24# paper. Keep the job title in the upper left corner broad enough to cover the many employers represented at the Job Fair. They may be there looking for the hard to fill jobs. But the important thing is they are hiring, so if you like them, go visit them the next day at their office to see what else they have open.

Be sure to have your 20-25 second “Who am I?” approach well practiced and down pat. This is where you approach a company’s booth and someone comes out to greet you. Look them in the eye, give them a firm, full Texas sized handshake and introduce yourself with a no-nonsense, hard hitting approach.

“Hello, I’m Jim Barker, I’ve got a B.S. in Business Administration from Vanderbilt and five years experience as a cost accountant. I’m ready to move up into a comptroller spot or a position where I can have the opportunity to do that. I’m happily married, two children, and willing to relocate and travel. Last year I saved my company $200,000 on one job alone. Does your company have openings in the accounting department?”
Hand them your resume and play it by ear from there. Remember your objective is to get invited for an interview **at** the company. You want them see you up close, first hand.

Dress in your best Sunday-go-to-meetin’ business attire, regardless of what the ad says. You have a resume that stands out from the crowd and you want to stand out from the “casual Friday” crowd as well.

Most of them will say, we’ll be in touch with you. That’s fine, get their card, pick up their literature and if you like the company, work them into your visitation schedule. Use the business card to get you in the door and past the gate keepers. You will learn about many different openings and that might give you some ideas of companies to visit that haven t been on your list. You will also feel energized by seeing so many companies looking for employees of all kinds.

### 13 - Relocation

If you are definitely moving to a specific city (*spouse relocation, personal preference, family*) or are willing to move to one... here’s what you need to do...This takes a plan...Lots of pre-visit research...Newspapers, business magazines, Chamber of Commerce, Colleges & Universities and Employment Services of all kinds. Our recommendation is to plan to spend ten days to two weeks there on your job search. Start at eight every morning hitting the companies and employment services you have pre-identified as places to go. If you see something interesting while making your rounds, stop, go in and apply. It helps if you have a local address (*friend or relative*) that you can supply them with along with your cell phone and email address. Let them know your time table and when you will be available to start work. It may be that you go on ahead to get started working while your spouse stays behind to sell the house and take care of the move. When you identify companies and openings, before you go, email your resume and let them know when you will be there for interviews (as recommended in the Section 2, Employment Agencies).

### 14 - Government

When you consider that one out of three or four of us work for the government in one way or another...that amounts up to a lot of jobs. From the US Federal Government to State, County, Parish and City there are always jobs open. They come from the simple fact that we have a growing population and that takes more people to service their government mandated needs. Today the pay and benefits are not only comparable to private industry but in many cases exceed them. We now have workers who derive retirement benefits from four different sources: The Armed Services, Social Security, Government and Private Industry.

The government, as usual, doesn’t make it easy to apply. They ask for things that private industry would cringe at doing. But the work may be worth it as turnover is virtually nil in government jobs. Talk to your Job Coach about our publication showing you how to complete your KSA’s.

Most governmental agencies have web sites listing their jobs. Sometimes it doesn’t hurt to have someone on your side when applying including your Congressman or Senator or other elected official. Check out the web sites, go over your list of contacts and get busy adding these job offers to your list to consider.

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