

**Employment Guide
for
Foreign-Born Chemists
in the United States**

©American Chemical Society, 1997

American Chemical Society
Department of Career Services 1997.

Disclaimer

This guide is meant to serve as a basic information resource in areas of concern to foreign-born chemists. Information was compiled from published sources that we deemed reliable (see Bibliography and Appendix lists). Readers should consult the appropriate authorities for additional information or assistance beyond the scope of this guide. The American Chemical Society (ACS) does not guarantee employment to any reader of this document or accept responsibility for setting standards for any topic discussed within. ACS and the author are not responsible for the accuracy of information obtained from other sources.

Please note that the immigration information should not be construed as legal advice of any sort. It is *not* meant as a substitute for professional immigration assistance for foreign-born individuals who are offered employment in the United States; in such cases, the services of an experienced immigration attorney are recommended.

Contents

Preface

1. *Adapting to Life in the United States*

Cultural Differences
American Culture
Language and Communication

2. *Education*

Qualifying for Employment with a U.S. Education and a Nonimmigrant Visa
Work Authorization for Practical Training
Evaluating Foreign Education and Experience for Employment or Graduate Studies
Enhancing Foreign Education and Experience

3. *Preparing for the Job Search*

Personal Assessment of Skills and Values
Preparing Your Résumé
Résumé Formats
Applying for a Government Position
Curriculum Vitae for an Academic Position
Trends in Résumé Scanning
Preparing for the Interview
Selecting References for Employment

4. *Seeking Employment*

Immigration Requirements for Employment in the United States
Permanent Residency (Green Card)
How To Preserve Permanent Green Card Status
NAFTA Work Visas in the United States
Selecting an Immigration Attorney

5. *Factors To Consider in Your Job Search*

Employment Trends
Updating Skills and Knowledge
Identifying Resources To Target and Research Employers in the United States
Academic Positions
Government Positions
Global Employment Opportunities

6. *Site Visits and Social Interactions*

The Technical Presentation (Industry)
Research Seminar (Academe)
The Art of Dining

7. *When You Have a Job Offer*

Negotiating a Salary
Your Salary Needs
Counteroffers
The Benefits Package
Evaluating Your First Job Offer According to U.S. Standards

8. Adapting to a New Work Environment

Etiquette in the Workplace
Planning for Career Success

Bibliography

Appendix I: ACS Career Services

Publications
Videotapes

Appendix II: Suggested Reading

Resources for Job Searching
Resources for Self-Assessment
Resources for Interviewing
Resources for International Employment

Appendix III: Resources and Services

Credential Evaluation Companies for Approval by the Immigration and Naturalization Service (INS) or for Employment
Directories to Research Companies
Resources for Seeking International Employment
Resources for Continuing Education

Appendix IV: Electronic Career Resources

Employment Guides on the Web
Online Job Listings
Résumé Posting and Database Recruiting Sites
Researching Companies and Academic Institutions Online
Sites for Researching Geographic Information
Science- or Chemistry-Specific Electronic Job Listings
Sites for Federal Employment Opportunities
International Employment Listings on the Web
Other International Employment-Related Sites

Preface

The American Chemical Society's membership spans many countries. Similarly, chemical professions in the United States attract a culturally diverse work force from around the globe that contributes to maintaining the country's superior economic and scientific success in the midst of global competition.

This guide has been compiled to provide guidance to foreign-born chemists seeking a career in academia, industry, or government in the United States. The topics covered—immigration requirements; job search information and resources; understanding the culture of the workplace; and evaluating foreign credentials, experience, and skills—should help the foreign-born chemist adapt to and contribute effectively in the workplace. This compilation is a product of first-hand experience, observations, and a review of other literature about communication styles, values, cultural practices, and many factors that are important in adapting to a new domicile.

Acknowledgments

This guide was produced by the Department of Career Services (DCS) of the American Chemical Society (ACS) and written by Anjalika Silva. DCS thanks the members of the ACS Committee on Economic and Professional Affairs and the ACS Employment Services Advisory Board for advice and guidance as drafts of the document were developed. John Malin (ACS International Activities) provided title suggestions and support for this publication. Special thanks to Mary Funke (former head, Career Services) for encouragement. Thanks also to Corinne Marasco, who provided editorial review. The first edition of this publication, *Guide to Industrial and Academic Employment for Foreign-Born Students*, was written by Dr. Jesse C. H. Hwa (founder and past Chairman of the NY/NJ/CT Tristate Chapter of the Chinese American Chemical Society) in collaboration with Joan Wheeland, former manager of ACS Employment Services.

Jean Parr

Head, Department of Career Services

August 1997

Written and produced by

Anjalika I. Silva

Department of Career Services

American Chemical Society

1155 16th Street, NW

Washington DC 20036

202-872-6211

800-227-5558; Select 9,1, ext. 6211#

E-mail: a_silva@acs.org

3/25/97.

1. Adapting to Life in the United States

Cultural Differences

As a foreign-born chemist, you may be either a student who has spent some time in the United States or a recent immigrant to the United States. If you have been a student in the United States, you will probably feel comfortable in your surroundings when it is time to seek employment. However, if you are a recent immigrant, you may be looking for your first job or seeking avenues to further your foreign education and experience, and you will be faced with adjusting to the cultural differences in the United States.

There are many things to consider when seeking employment in the United States, aside from technical qualifications obtained in this country or abroad, or merely obtaining the legal papers to work. You also will need to adapt to the culture. Culture is a way in which a group of people seeks solutions to problems. Culture gives people a sense of who they are, where they belong, how they should conduct themselves, and what they should be doing. Culture is a set of expectations and norms, and grasping the cultural rules will help you understand what to expect in the work environment in the United States. Expectations of behavior can vary, depending on time, place, and circumstances. It is important to understand the national, regional, corporate, and professional cultures in the United States. The United States is a very large country. Not only are there basic cultural differences at the national level, there are also differences between cultures of the East and West Coasts and between the North and South, and there are variations in between. Cultural differences at all levels will influence relationships with other people, the use of time, and the social environment.

The vastness of the United States has an impact on lifestyles, which may be very different from those of your country of birth. The fact that the United States is a country of immigrants creates great diversity. To adapt, it is necessary to learn to live among people of many different origins and cultures and to appreciate the richness this diversity offers. Many immigrants to the United States may be accustomed to an environment of homogeneous race or ethnicity. The ability to maintain one's cultural identity while adjusting and conforming to a different culture will be the greatest challenge to personal and professional success.

American Culture

The nature of interactions in American culture is that they are objective and detached, and emotions are kept in check. This differs from some cultures in the world, where a show of emotions is appropriate even in business dealings. In American culture, achievement and recent accomplishments are more important than status attributed by birth, kinship, age, or past experience. Experience is not always equated with wisdom in the United States, a maxim that is accepted in most other cultures. This fact is very important to remember throughout your professional career; the ability to present your capabilities and skills to an employer is the all-important factor.

In American culture, people regard themselves as individuals who make a collective contribution to society. There is a loosely knit social framework in which people take care of themselves and their immediate families. People coming to the United States from other cultures may tend more toward collectivism, by which relatives, clans, organizations, or even the government looks after them in exchange for absolute loyalty.

Attitudes Toward Change

In the American work environment, one must be open to and accept change with ease. Changes can take place in the organizational structure that affect the system of authority, roles, lines of communication, projects, and work flow. Technological changes include taking new approaches to problem-solving, tools, and learning new skills, particularly in regard to computers and other technological innovations. Employees are expected to learn to use new techniques and procedures and to follow regulations. Employees may be expected to take environmental changes in stride, along with changes in staff and personnel, and to adapt to working with different personalities.

The Concept of Time

The concept of time varies in different cultures and can be perceived as a circle or straight line. In some cultures, both concepts may be present. In the linear concept of time, people measure time with precision rather than letting time flow unchecked. In the North American culture, saving time and preparing long-range goals are important and are a way of managing the future and controlling time. In some cultures, change occurs at a slow pace with painstaking concern for the effects that follow. Change takes place in the American workplace at a faster pace than in most other countries. Setting priorities is important in planning change and in aiding the change process.

The American dream is to start from scratch, formulate a plan, and "make it happen" in the future. This attitude toward time is very different from some European and Asian cultures, which place great emphasis on building upon the past. Time, and time consciousness, are very important elements in the culture of the United States, a characteristic stemming from its industrial roots. The American attitude is that time is money, and therefore all functions must be performed with emphasis on the efficient use of time. Speed, accuracy, and good time management skills are prized attributes in the American workforce.

Diversity in the Workplace

It is also important to be aware that in the United States, the work environment will be multicultural and that there are skills required to be effective in a multicultural environment. It is important to have respect for the ideas and accomplishments of others and to be open to new or unpredictable situations. In the American workforce, people generally are treated as equals and work in teams.

Work Teams

Work teams are a typical approach to projects and tasks in the American workplace. A work team is made up of a small group of individuals who pool their complementary skills and work together to achieve a common purpose. Such teams hold themselves collectively accountable for their accomplishments. An effective group or team achieves high levels of task performance. Teams may be permanent or temporary work groups that come together to perform specific tasks. Some important characteristics found in an effective group are as follows:

- Members have loyalty to one another and to the group or team leader.
- Members of a team and its leader have a high level of confidence in the other members of the team.
- Team members help one another to reach their maximum potential.
- Members are aware of situations in which they need to agree and when not to conform.
- Members of a team communicate completely and frankly on all relevant matters and feel secure in making team decisions.

Whether you work in a team environment or as an individual, it is important to remain objective and withhold judgment until enough information is available to understand another point of view. Personalized observations should be used with caution in drawing conclusions.

The transition from a hierarchical approach to one of working in cross-functional teams is very common in the American work environment. Lines of authority are less defined. An ability to work together with a group of individuals is important. Each member of a team has the opportunity to experience success in achieving goals.

The typical American work environment is results-driven. It is acceptable to be honest about your ambitions and desire for success, but it is important to be realistic in your expectations. Common sense, flexibility, and being "now" oriented are important in the workplace and society. In the United States, you can act independently, and you do not have to fit into a mold, yet at the same time you must be able to function as a team member on projects, keeping the goals of the organization uppermost in your mind.

Language and Communication

Many foreign-born chemists seeking employment in the United States come from countries in which the native tongue is the medium of instruction in educational institutions and in conducting business. Those who had a college education in the United States may be at an advantage, but new immigrants may have to improve their language skills in addition to adjusting to the culture.

Language Skills Assessment

In the United States, foreign cultures are viewed with curiosity and respect, and there is tolerance for speakers of other languages. However, the ability to speak and write English is extremely important for successful employment. An initial tolerance by friends for a lack of competency in English should not lead to complacency on your part. Language competency has a crucial bearing on your ability to get a job and succeed; even if your technical skills are still developing, with good language skills, you can build your career much faster. With improved language skills, you will gain a whole new perspective to learning on the job or in career development.

If you have poor English skills, your first priority is to start working to improve your oral and written language skills by enrolling in a local program. It is also important to avoid confining yourself to your own ethnic group or restricting yourself by communicating only in the language you know well. Start by seeking out people in your own ethnic group who have proficiency in English and who will be able to assist you initially. Practice speaking and writing in English as much as possible, and obtain feedback on your progress. This approval will have positive results and will accelerate the process of mastering the language.

You should exercise judgment and determine the extent to which your oral communication needs improvement. There are many qualified speech and language pathologists who can assist in accent reduction and communication skills. Speech and language pathologists should be available locally. You can locate a certified speech pathologist through the American Speech-Language Hearing Association (800-498-2071) or through your local Professional Licensing Bureau.

A foreigner's first impression of Americans will be their easygoing and friendly nature. It is not uncommon to be invited to refer to colleagues and bosses by their first names when you first meet them. In most other cultures the use of first names is restricted to equals, and superiors are addressed more formally unless there is a personal relationship established prior to the work relationship.

In spoken communication, maintain informality and equality in human relations. Get to the point quickly, and maintain an attitude of being up front and honest in any discussion. In some Asian cultures there are long periods of silence during discussions, which are regarded as thinking time. Americans do not feel comfortable if there are long lapses of silence during discussions.

A reasonable amount of persistence exhibited in discussion is a valued trait. It conveys a competitive spirit that is valued in American life. In discussions on matters of importance or during negotiations, separate issues and deal with them one at a time. A sequential approach to discussion topics is the most acceptable.

Nonverbal Communication

Nonverbal communication or body language is often believed to be universal, but the same gesture can mean different things to different cultures. It is important to become familiar with the meaning of nonverbal communication signals as they are interpreted in America. For example, in some cultures, direct eye contact is considered a sign of disrespect or bad manners. In America, maintaining eye contact (but not staring) is important in communication. A person who does not make eye contact is regarded as untrustworthy, insecure, or inattentive. Other subtle gestures include nodding the head to signal interest during a conversation. Widening of the eyes indicates surprise, whereas in some other cultures, widening the eyes may indicate anger.

American Usage of the English Language

If your knowledge of the English language was acquired in another country, it is important to remember that there are subtle differences in the use of the language in America. First, if you use the Oxford dictionary, you should refer instead to a Webster's dictionary or any other American dictionary. There are differences between Oxford English and American English in spelling, style, expressions, terms used for objects, and, above all, brevity. Flowery and emotional language must be avoided; content should be clear, concise, and direct. Even if you have a sound knowledge of the language, it is advisable to take at least one short business writing course to grasp the style in the United States. The ability to speak and write clearly is very important within as well as outside the work environment. American English has its own colloquialisms, idioms, jargon, and buzzwords that need to be learned. The use of acronyms is very popular, so one must become familiar with the acronyms that are used in a particular work environment. With time, acronyms become second nature.

Pay particular attention to the simplified spelling of words if you are from any of the British colonies or from countries that use classical English. The spelling of common words such as cheque, neighbour, labour, and mould are spelled in America as check, neighbor, labor, and mold. These are only a few examples of the differences you will encounter. American English,

although rooted in British English, has modifications in the way it is used. Of the almost 90 nations in the world that use English, all are known to have slight modifications in their usage.

Writing Styles

In correspondence and other written documents, clarity is important. Write in short, concise sentences that are to the point, and use the active voice. Avoid including too many messages in one sentence, and avoid the excessive use of negative expressions. The value of a piece of writing does not increase if elaborate wording is used, so avoid long sentences and long-winded descriptions.

It is also important that writing be gender neutral where appropriate. In letter writing, whether it is a request or any other form of correspondence, the subservient style must be avoided. In the United States, letters signed "Sincerely" apply in nearly any situation. You may be used to "Yours faithfully" for acquaintances and "Sincerely" for familiar recipients, but this does not apply in the United States. Also, "Yours obediently," a closing that is accepted in some nations, is never used in America.

It is acceptable to use a comma after the salutation of your letter when writing socially or informally. A colon must be used after the name of the addressee in the case of formal business letters. For example, "Dear Mr. Brown:" is the correct style for a formal letter. Signatures in some countries are unreadable strokes of the pen. In America, signatures should be legible and include first and last names in letters and all important documents.

These are only a few examples to meet your immediate needs. There are good, inexpensive publications and other resources available for more information on writing conventions. Public libraries and adult education programs may offer a variety of resources, and inexpensive paperback books on the subject are available at most stores.

2. Education

Qualifying for Employment with a U.S. Education and a Nonimmigrant Visa

If you are a nonimmigrant foreign-born student in college in the United States, you may have F1 visa status. The F1 nonimmigrant visa is the stamp placed on a foreign student's passport. Such a visa cannot be issued or renewed within the United States. Visas can only be issued or renewed at a U.S. embassy or consulate office outside the borders of the United States. A requirement to qualify for a nonimmigrant visa before entering the United States is that you must intend to return to your country of origin at the end of the specific purpose or specified duration of stay. Students with F1 visas qualify for some restricted employment without authorization. However, F1 students are not legally permitted to work outside campus in the first 9 months as a student in the United States. When authorization is required, it is granted by a school official designated by the Immigration and Naturalization Service (INS), who is assigned to handle immigration-related matters for foreign students. A foreign student who is working without proper authorization can be subject to deportation. Spouses and minor dependents of F1 visa holders are permitted in the United States on condition that they have independent financial support. Such dependents will have F2 status but are not permitted to work. Following are guidelines for part-time employment for F1 students.

Summary of Guidelines for Part-time Employment for F1 Students

Employment permitted *without* pre-authorization from INS and conditions to be met include the following:

- part-time employment on campus for the school or a business that provides a service for the school,
- employment not exceeding 20 hours per week during the school semester,
- part-time employment that may be at a location off-campus but affiliated with the school and that serves as a part of the student's educational program,
- full-time summer employment on campus for the school or a business that provides a service for the school,
- full-time summer employment that may be at a location off-campus but affiliated with the school,
- possession of a valid I-20 form,
- registration or intention to register for the next academic year, and
- completion of the academic year preceding employment period.

(The I-20 form is an INS certificate of eligibility for foreign students and is issued by a designated school official. The form is issued when a student is accepted for full-time study in an institution.)

Employment that requires pre-authorization from the INS and conditions to be met include the following:

- part-time, off-campus employment during the school semester;
- employment exceeding 20 hours per week if during school semester;
- a labor-and-wage attestation to prove that the position previously hired citizens and permanent residents for at least 60 days and that the same working conditions and wages will be offered to the student;
- required authorization from an INS-designated school official who will, in turn, notify INS; and
- full-time off-campus employment when school is not in session, which also requires completing one full academic year in good standing.

You will be issued the F1 visa only after satisfying the U.S. consulate with documented proof that you have the necessary financial support required in the United States to pay the full price of tuition and other expenses. If a student is experiencing unforeseen economic hardship, off-campus employment may be authorized. Unforeseen circumstances may include the following:

- loss of a scholarship,
- large devaluation of currency in the home country,
- unexpected regulations regarding foreign-exchange remittances from the home country,
- large increases in tuition or living expenses,
- medical bills beyond your control,
- the sudden loss of a parent or other sponsor who provided financial support, and
- any other valid reason leading to loss of financial support.

You will need to produce proof to support the claim of unforeseen financial hardship. In these cases, an employer is not required to submit a labor-and-wage attestation. You are required to obtain employment authorization directly from the INS by completing form I-538, available at INS regional service centers. The school authorities need to certify that campus employment is unavailable or that it is insufficient for you to maintain independent financial support. Employment once authorized can continue for as long as it is required. However, the authorization ends if you change schools, so you must reapply for work permission through the new school.

Work Authorization for Practical Training

Students on F1 visas are permitted to work for a total of 12 months before or after graduation. This is referred to as practical training. Practical training is optional for some students but may be a requirement for graduation for others. It is provided to give foreign-born students the opportunity to gain some work experience in their chosen fields of study before returning to their home countries. An F1 student can apply for INS authorization for practical training from 90 days before until 30 days after completion of studies. When authorization for practical training is granted, students can change employers without INS permission if they wish to do so during the 12-month period. The employer is required to meet current wage requirements and is not permitted to employ an F1 student if there is a work stoppage in the company at the time the student is employed there. If such a situation arises, the employment authorization will be temporarily suspended. The duration is 1 year only during or after completion of education and cannot be extended under any circumstances.

If an employer wishes to hire a foreign-born individual on a nonimmigrant visa for longer than 1 year, the visa has to be converted from F1 to H1B or to another employment-based category visa. The employer must apply for an H1B status for the individual. The H1B visa is initially granted for 3 years. Thereafter, the H1B status can be extended for an additional 3 years. The maximum period an individual can work in the United States on an H1B visa is 6 years. Usually, it takes between 21 and 75 days to process an H1B application through relevant agencies. After 6 years, the individual must return to his or her native country and spend at least 1 year there before accepting employment and returning to the United States on an H1B visa. The employer needs to satisfy many requirements before employing a foreign-born individual (see Chapter 4).

Changing Your F1 Status

Your F1 status can be changed within the United States after completing your education. Such a change of status can be from one type of nonimmigrant visa to another or to one of the more permanent categories. A change of status can occur through an offer of employment or family sponsorship. Attempting to change status in the United States may have drawbacks. The change of status can also be made at the U.S. consulate office on returning to your home country. However, you should seek legal advice in such a situation. The INS rejection rate for status changes within the United States is high. It could regard an application for change of status as a misrepresentation of intentions expressed at the time of application for a visa before entering the United States. Change of status to another nonimmigrant visa will have time restrictions. Obtaining a nonimmigrant visa does not automatically make it possible to obtain a green card. Other categories of nonimmigrant visas (H1B and J1) are discussed in Chapter 4.

Evaluating Foreign Education and Experience for Employment or Graduate Studies

If you received your degree in a foreign country, it will be necessary to have your credentials evaluated. The evaluation of foreign credentials is necessary for new immigrants seeking employment, prospective immigrants seeking immigration to the United States through employment, and for foreign graduates seeking opportunities for graduate education in the United States.

In the case of new immigrants with foreign degrees, credential evaluation makes it easy for potential employers to assess your application based on foreign qualifications at the interview. A formal document from a credential evaluation service is better than an arbitrary evaluation that the employer may seek. The academic degree and grade system in the United States can vary greatly when compared with other countries. The evaluation service will examine your credentials thoroughly and give you the American equivalent. You must supply the evaluation service with copies of the original degree certificate in the foreign language together with certified copies of English translations. Do not give employers original documents unless requested. Copies with appropriate authorization will be sufficient. You must have the translation certified by someone other than yourself. Some services provide translations. You should check with the service at the time you request an evaluation. If more details are required, a course-by-course evaluation is recommended and will cost more. For course-by-course evaluations, you will have to supply copies of all transcripts from the institution that awarded the degree.

The cost of credential evaluation ranges from \$75 to \$200. It will cost more if you require a faster turnaround. Discuss your requirements with the credential evaluation service and determine the type of evaluation you require. For an application for an H1B visa, your qualifications from another country usually must be equivalent to at least a bachelor's degree from the United States. If the evaluation determines that it is less than a bachelor's degree, your application may not be successful. For H1B visa approval, there should be a firm offer of employment in the category of a "specialty occupation." The definition of a specialty occupation is one for which a person must have a 4-year degree in which the educational training is related to the type of employment offered. The employer is responsible for making such an application (see Appendix III for Credential Evaluation Companies for INS Approval or Employment Purposes).

Credential evaluation services will evaluate only formal education. They do not evaluate job experience. Foreign academic credentials can also be evaluated through American universities. If you need to have foreign credentials evaluated for an H1B visa and you are short of the requirements, in some cases INS may permit 3 years of relevant professional-level work to be counted toward each missing year of university education. This is a complicated process and should be handled by an immigration attorney. If you feel that your work experience will bolster your application or if your academic credentials fall short of a completed degree, the better source to provide an evaluation will be an American university. You may contact the college of your choice and request an evaluation of your credentials from the appropriate department. To evaluate work experience, letters of recommendation from your former employers will be valuable. It is also important to have documentation on special accomplishments, awards, publications, and other information together with your application. If your academic evaluation is for employment, the INS or the U.S. consulate office handling your application is not obligated to accept the evaluation from a university. However, they may be influenced by such an evaluation in processing your application.

Enhancing Foreign Education and Experience Resources for Continuing Education

Workplaces in the United States are changing; therefore, it is important to stay alert to economic trends in the country as well as within your industry and company. Continuing education in your technical field and in other related areas is important to your career, so this should be high on your list of priorities.

Skills outside your technical area that are also important include interpersonal, communication, presentation, time management, writing, supervisory, budgeting, team-building, and computer skills.

Some of these skills can be learned through self-study tools that are readily available. Your local library is a good place to start. Other self-study tools can be obtained through sources such as CareerTrack Publications and seminars and the self-study catalog of the American Management Association (see appendices for more information).

Materials such as inexpensive books or audio and video packages are available. Seminars may be quite costly, but some employers have budgets for their employees to take part in them. It will not hurt to initiate a discussion with your current employer about resources to enhance your job performance, but remember that if your area of interest is not job related, it will be difficult to justify payment out of your employer's budget.

You need to pay careful attention to your performance on the job and identify areas in which you may need further training and education with or without your employer's support. This helps you to stay on top of the job market, improve your existing skills, and learn new skills. The trend in the industry is such that additional skills will make you a more valuable employee. In the event of downsizing, those additional skills could be useful to you in securing employment (see appendices).

Foreign Experience in the U.S. Workplace

The United States ranks among the technology leaders of the world. If your education and training are from a foreign country, you may not have been exposed to the level of technology development available in the United States. Depending on your area of expertise, it may be a good idea to take some short courses through the American Chemical Society (ACS). *Chemical & Engineering News*, the ACS weekly magazine, is a good resource for keeping up with innovations. Short courses are offered at national meetings and some regional meetings. Keeping up with technology will broaden your skills in new instrumentation techniques and other innovations to better prepare you for a career in chemistry. For information on short courses, you may call the ACS at 800-227-5558.

The U.S. workplace is different from and changes more rapidly than that in most other countries in the world. Employment cannot be regarded as a long-term contract in the United States. An average American worker changes jobs at least ten times, and employers at least seven times, during the course of a career. It is not always true that the reward for performance is a guaranteed promotion in the United States. Your reward for performance may only be an acknowledgment of your contribution. In the United States, the values of longevity and loyalty toward an employer have given way to the values of responsibility and good work performance. Even the best employee may not be guaranteed longevity in an organization, because a company may come under pressure to reduce its workforce for other reasons.

You should always be aware of your employability as well as your current employment situation. You will be the person who will have to assess your strengths and weaknesses and tailor them to your advantage. How you market yourself depends on the needs of the market. An ongoing plan to enhance your performance and skills will reward you with long-term employability, although not necessarily in the same field. When changes occur, it is important to respond quickly and effectively and to remain flexible to changing needs in your employment situation.

As a newcomer to the United States with the legal papers to work as a chemist, you may be attracted to large, well-recognized companies. Small companies, although not as well known, are just as important in a job search as the large companies. Salaries may not be as high as in large companies, but the opportunity exists to perform a broader range of tasks. Do not discount a company for its size or lack of international reputation.

If you bring foreign experience to the United States, you may need to reassess your beliefs and expectations from past experiences. Understanding what to expect in your new environment will help you to define your career path. It is important to get clearly defined expectations and documented objectives from your supervisors. For your part, it is important to document your accomplishments. You are responsible for planning and determining your career goals.

3. Preparing for the Job Search

Personal Assessment of Skills and Values

It is important that you recognize the importance of preliminary preparation before your actual job search begins. If you are seeking employment for the first time in the United States, this is even more important, because you face a new environment in addition to the challenge of a job search. It is essential to get a clear grasp of the process that one needs to follow in the United States.

Skills

If you have previous experience in another country, do not discount the skills you have acquired. List your skills and accomplishments and categorize them. There are four categories of skills: people, things (e.g., equipment or materials), information/data, and ideas/concepts.

To market yourself, you need to clearly identify your skills before preparing your résumé or responding to ads requiring specific skills. At an interview, you should be able to talk about your skills and what you accomplished through them.

The focus in the American workplace is away from the employer and toward you and your skills and abilities as they apply to an employer's needs. You need to identify your strengths and prioritize them according to what you feel most comfortable with or want to use in a new job. Think of yourself as the product that you are marketing to a potential employer. Be prepared to talk about your skills; this will require some preparation and practice.

You will also need to make an assessment of what you are looking for in potential employment. What is important to you? What do you enjoy doing? If you examine your skills and evaluate quantitatively the accomplishments tied to some of your skills, you will recognize that your accomplishments are greater in the skill areas that you enjoy. Success comes naturally when you enjoy what you are doing, and this simple principle, if applied in your job search, will bring rewards.

Once you have identified your strong skill areas, it is time to examine the kinds of opportunities available in those skill areas. At this point, you need to think in terms of transferring skills you acquired in another country or in a nontechnical position to future employment. Technical skills must be combined with many other nontechnical or innate skills that together bring success in a career. You may have special skills that make you stand out against applicants with the same technical skills required for the job. For example, interpersonal skills are an important component of the pool of skills. At the time you identify your skills, it is important to be aware of what is valuable to employers in the current hiring market.

Sample Skills

The following list provides examples of some of the skills employers may look for within specific skill areas.

Technical

- Acquire technical knowledge to do the job.
- Develop technical skills through continuing education.
- Develop research abilities.
- Learn throughout a career; be dedicated to continuous learning.
- Learn about fields outside chemistry.

Communication

- Communicate verbally and in writing.
- Sell ideas and be persuasive in presenting a point of view to others.
- Develop good listening, presentation, and interpersonal skills.

Problem Solving

- Use complex data and intuition to reason and draw conclusions.
- Be customer-oriented in problem solving.
- Be persistent in seeking an answer.

Initiative/Judgment

- Set and meet (or exceed) specific and realistic goals.
- Use good judgment about taking risks.
- Work toward making things happen.
- Evaluate critically and constructively.

Be innovative, self-motivated, assertive, and self-starting.

Creativity/Innovation

Formulate new ideas and solutions.

Create new ways of doing things better.

Leadership

Identify key issues and use available resources to formulate strategies to achieve goals.

Get commitment from others and work in a team toward common goals.

Working with Others in Teams

Work well with people at all levels of knowledge and competence.

Work with people of other cultures.

Work in a team environment as well as individually when required.

Dedication/Work Ethic

Work with dedication.

Demonstrate strong work ethics.

Business Orientation

Have some knowledge of business or economics.

Have some marketing knowledge.

Values

In addition to technical and nontechnical skills, pay close attention to values that are important to you. Finding a job and receiving a job offer depend on how you fit into an organization's culture after fulfilling all the other requirements for a job. Each organization has its own culture and, depending on your own values, some will provide a better fit for you than others. Your job performance will depend on how well your values match those of the work environment.

The five major values that influence decisions and careers are advancement, autonomy, balance, challenge, and security.

These values are described next.

People who value advancement

- consider upward progression in an organization as very important,
- seek visibility and financial reward or both for accomplishments, and
- remain in the company as long as there is opportunity for growth.

People who value autonomy

- prefer to be left alone to do the job with minimal supervision and more freedom,
- prefer to set their own schedules and priorities, and
- consider organizational life to be restrictive.

People who value balance

- consider it a priority to balance family, career, and personal interests;
- take into account commuting time, work hours, and travel associated with the job; and
- do not seek career prospects at the cost of family considerations.
- People who value challenge
- like to take on difficult projects,
- like to win, and
- enjoy problem solving.

People who value security

- look for a company with low turnover rates,
- look for good benefits and tenure in employment,
- desire stability and will not challenge the system, and

- have a strong need to organize the present and future aspects of their lives.

These five values are not stated in any particular order, and their priority in your life may change at any given point, depending on the different stages of your life. These values are important because they determine how much we will enjoy our life while we work. They also determine what your résumé should emphasize in your search. You would not want to be employed in a job that does not offer the values you consider important in your life. In the next section, the questions provided under each value will help to elicit information about a company and to determine whether it will meet your needs.

Sample Questions To Ask an Employer About Values

Your job performance will depend on how well your values match those of the work environment. After you have identified which values are of greatest importance to you, study the sample questions in each category of values listed below. Asking these questions in an interview will help you identify an organization that will fit your set of values.

Advancement

- What opportunities are there for someone with my skills and background to grow and develop in the company?
- Does the company offer any programs to support developmental goals and continuing education of employees?
- Does the company offer advancement in a technical track and a management track?
- Does the technical track offer advancement to management?
- How many executive positions are there in the company, and what is the turnover rate?
- What is the policy regarding promotions from within the organization?
- Does the organization believe in succession planning?
- Does the company support continuing education through tuition reimbursement or promotions?
- What are the possible career paths from the position that I am interested in?
- Does the company support participation in professional association activities to encourage career growth?

Autonomy

- To whom does the position report? How are work results monitored? How frequently are work results checked?
- How do new ideas get started in the company— through individual efforts, by committees, or by teams?
- Are new organizational design methods being implemented to allow greater decision making at lower levels?
- What type of management oversight exists in each unit? Several layers? One?
- Does the organization have a work-at-home policy?
- Who gets rewarded in the organization? Teams? Individuals?
- May I see a copy of your organizational chart?
- When projects are assigned, are they given to individuals or teams?

Balance

- What factors are important for a successful manager (or technical person) in your organization?
- What is the normal work week? (Probe for information indicating structure of the work week, expected hours, and overtime.)
- How much travel is required for overnight and out-of-town assignments?
- What opportunities exist for taking time to enhance one's knowledge or skills?
- Does the organization have flex-time? Job sharing? Work-at-home? Part-time employment? Telecommuting opportunities?

Challenge

- What kinds of opportunities exist to support the development of research/new products that could be of value to the company?
- What are the greatest challenges in the position?
- Does the organization pay for membership in professional associations?
- What type of recognition is given to employees for taking on challenging assignments? Are they rewarded? How?
- How much autonomy is allowed in the position for the creation of new and interesting programs or products?
- Are job rotations available to enhance professional growth or understanding of a particular issue?
- Are employees encouraged to attend training seminars to enhance personal and professional growth?

Security

- What is the turnover rate in the organization and in the department or division where the position is?

- Why did the position become available? How long did the last person work in that position?
- What are the opportunities for growth?
- Is there a career path built into the position, for example, a technical track or management track?
- Does the company have a policy to retrain staff in preference to reduction-in-force in tight economic times?
- Is the position funded to continue? What is the source of the funding?
- If the position is on a contract or is project-funded, what is the possibility of the position becoming regular full time?
- What are the strategic thrusts of the company?

By asking targeted questions, you will be in a better position to know whether a potential employer will be able to provide an environment in accordance with your values.

Preparing Your Résumé

The most important tool in your search for an industrial position is your résumé. The résumé is a marketing tool that should sell your qualifications and abilities and provide a clearly stated professional objective for which your credentials are appropriate and well presented. A résumé does not get you the job, but it is the key to obtaining an interview. A résumé should provide a clear snapshot of you that grabs the attention of a potential employer who will be interested to meet with you for an interview. Obviously, it is very important that you devote considerable care in preparing your résumé.

Your résumé must express a sense of purpose concerning the type of position you seek. You must state that purpose as an objective. There are arguments for and against using an objective on a résumé. Some employers prefer to see an objective that gives them a clear picture of the type of job you are seeking. Some employers do not attach importance to the objective. The objective should be flexible and tailored to match a specific position when applicable. A generic objective could be used when the type of position is not known.

Objectives need to be tailored for individual positions if you know beforehand that your résumé is to be presented for a specific position. An objective should not be too broad or vague; it must be supported by the necessary skills and experience on your résumé that fit the position.

It is also important to emphasize your achievements in the résumé. This will let a potential employer know that you are valuable to any organization that hires you. Achievements must be accurately presented; if they can be quantified in numbers, they should be stated in accurate figures. For example, if your work resulted in reducing production costs by 20%, say so. Information in your résumé should never be exaggerated or falsified. Job titles must be stated accurately for past positions held. The facts stated in a résumé must be impressive and true. Information in your résumé should be clear and in simple language easily understood by an employer. Credibility is vital in the facts presented. Your résumé must convey information about your skills and training and also give a sense of the person you are and how you work with others in a team.

Kinds of Résumés

The chronological résumé is suitable for someone who has little or no experience and few job changes, and the functional résumé is suitable for someone with many years of experience and several job changes or a break in career. The functional résumé focuses on skills and accomplishments rather than on chronological sequence and duration of jobs.

For government positions, you may use form OF-612. For a position in academe, a curriculum vitae (CV) is used. See the sections on résumé formats for a discussion of each type.

Tips on Résumé Writing

This publication is not intended to give you exhaustive information on résumé writing or samples. A separate publication, "Tips on Résumé Preparation," is available free from ACS. Because employers usually spend no more than 30 seconds reading a résumé, your résumé must generate enough interest for the employer to call you for an interview. Careful preparation of your résumé will give you an advantage over the competition.

Paper, Typeface, and Design

Résumés change hands many times before an applicant is considered for an interview, so remember that the paper you use should be able to withstand a great deal of handling. Office supply stores carry special quality paper recommended for résumés. Also, résumés will be copied several times and distributed to different individuals in an organization, so be sure that the print on your résumé gives clear copies.

The color of the paper should not obscure the print when making photocopies. Shades of gray, blue, green, or any other colors that give a shadow when copied should be avoided. White, cream, or light buff shades are recommended.

Select a font that does not run together and is easy to read. Usually Prestige Elite, Courier, Arial, and Times Roman fonts print clearly if your résumé is prepared on a personal computer. Use only one type of font on your résumé. Boldface, italics, underlining, or bullets can be used sparingly for emphasis. However, the current trend is to optically scan résumés into company databases, for which boldface, italics, underlining, or bullets are unsuitable (see Trends in Résumé Scanning below). A résumé should not be crowded, cluttered, or difficult to read. Provide plenty of clear white space with a one-inch margin all around. Employers need space to make notes on the résumé during interviews.

Your résumé should not exceed two pages. If you have a long list of publications, presentations, and patents, do not include them in the main body of the résumé. You may indicate the number of publications and presentations in the body of the résumé, but prepare a separate list to be given to the recruiter at an interview. In the initial résumé selection for an interview, an employer is unlikely to look at details of publications and presentations or patents in the case of an industrial position. The opposite is true for academic employment (see section on p. 30, Curriculum Vitae for an Academic Position).

Writing Style

Do not use the first person "I" in writing your résumé, except in writing your objective. Describe your accomplishments using active verbs, such as "worked," "developed," "evaluated," and "analyzed." Grammar and spelling should be correct. After your résumé is prepared, make sure that at least two people with good language and proofreading skills read and proof it. Ask someone who knows you to read your résumé and determine whether it reflects positive information about you and the type of employment you seek. Ask for feedback on facts that seemed to stand out the most, and use this feedback to make sure that important facts about you will stand out when an employer reads your résumé. If not, make sure that you polish the résumé and emphasize the important information.

Do not include personal information regarding age, height, weight, health, marital status, number of children, or race on your résumé. It is inappropriate to include a photograph of yourself. Personal information may open you to possible bias on the part of the recruiter. Remember that information about yourself should be confined to that which is relevant to the job itself, or other talents or experience that will enhance your performance in the job.

If you are a permanent resident or a U.S. citizen with the legal right to work, stating such information will eliminate any doubt about your eligibility to accept employment in a company that does not wish to get involved in sponsoring nonimmigrant visa applicants. Some employers focus on specific skills and abilities and are not concerned about the visa status of the individual behind the résumé. If the area of expertise the employer seeks can be found only in a foreign national, some companies may be willing to go through legal formalities to obtain the necessary INS authorization to hire the individual. Or the company may be looking for foreign nationals for subsidiaries overseas. In such cases, the company is not interested in your U.S. visa status but will focus on the education and training you received in the United States that will assist you in representing the company in a position overseas. Technical and foreign language skills as well as adaptability will be more important than your legal work status for a position overseas.

Employment Objective

The main purpose of stating your job objective is to give the employer a sense of what kind of employment you are seeking as well as a sense of your professional direction. The employer will make a judgment, based on your objective, about whether there is an appropriate position for you in the company. Therefore, whenever possible, tailor the objective to fit the position for which you are applying as well as the specific organization. When writing the objective, be sure that you provide a sense of your knowledge and skills and how they apply to a given position or industry. Although some employers may not accept a résumé without an objective, other employers view the objective as unnecessary.

Sometimes a summary is used instead of an objective. A summary should briefly describe your employment history and highlight the key areas that you want to "sell" to a prospective employer.

Professional Certification

If you have obtained professional certification for the type of work you are seeking, state it on your résumé. If certification is required for the type of position you are seeking, it is advisable to get it before you attempt to seek employment.

Résumé Formats

As discussed earlier, there are two kinds of résumés. The chronological résumé is suitable for a person who has little or no experience and few job changes. The functional résumé is suitable for a person with many years of experience and several job changes or a break in career. The focus in the functional résumé is skills and accomplishments, whereas the chronological sequence and duration of jobs held are minimized.

For government positions, the SF-171, OF-612, or a résumé is acceptable. Government positions usually require U.S. citizenship. If you are foreign born but a naturalized citizen of the United States, you qualify to apply for a government position. It is important to provide all the information requested in the job announcement.

A CV should not be used for an industrial position. It is suitable for securing a position in academe (see below).

The Chronological Résumé

The chronological résumé should be used when

- you are seeking your first job,
- you have a career sequence without gaps in employment, or
- your career is progressing in the same field and you need to show progression in your area of expertise.

This type of résumé is acceptable in

- traditional organizations and
- organizations requiring specialization and progression in one particular area of work.

The disadvantages of using a chronological résumé are that

- the focus is on a chronological sequence of positions held—not on skills and accomplishments,
- it is not suitable when changing your career path or when a break in employment has occurred, and
- frequent job changes may present a problem for some employers.

Components of a Chronological Résumé

The heading should include

- name and address;
- at least two telephone numbers (day and evening; indicate arrangements to receive messages); and
- e-mail, if available.

The objective should

- be tailored to a specific position, if known;
- be linked to a function, specialty, organizational level, and type of organization; and
- state a geographic preference, if any.

(A summary is optional and may be used in place of an objective.)

Educational background should include

- a list of degrees received, in reverse chronological order with the highest degree first;
- the name of the school and date of graduation (if you are a new graduate);
- the PhD dissertation title and the advisor's name (if you are a new graduate); and
- the type of equivalency you received if your education was overseas (see Credential Evaluation Companies in Appendix III).

Work experience should describe

- your most recent position first;
- your title, duties, and responsibilities (use active verbs);
- quantified details of successes achieved in the position; and
- recent jobs only; do not include jobs held more than 10 years ago.

Military service information should state whether military service was in the United States or, if military service applies to your home country, you may state that information at your discretion.

Special skills may include

- languages, computer skills, instrumentation;
- outstanding team effort
- interpersonal skills;
- writing and oral communication skills;

- creative abilities;
- leadership positions held;
- problem solving;
- decision-making skills; and
- any other skills outside your technical area that were acquired through paid or volunteer work.

Professional affiliations and awards should list

- membership in professional societies/associations and
- special awards received.

A list of publications, presentations, and patents may be provided at an interview or upon request.

The following criteria apply to references:

- List references only if you are a new graduate.
- Do not list references if experienced; state that references will be provided upon request.
- Provide references after getting an opportunity to interview.
- Be aware of the referee's relationship to the company offering a position.
- Inform referees about the type of position and employer.
- Discuss with the referee details about yourself such as your strengths and achievements.
- Provide the referee with a copy of your updated résumé.
- Mix referees to cover academic and business contacts.
- Inform the referee before providing a list to a potential employer.
- Avoid references from controversial figures in the profession.

The Functional or Skills-Based Résumé

This kind of résumé should be used when you are

- changing career paths or attempting a transition into another type of employment with existing skills,
- seeking a position at a lower level than previously held,
- de-emphasizing your age or gaps in employment history,
- emphasizing the value of your extensive experience, or
- making a transition to an area of employment that may not be directly related to past experience or education but is related to the skills acquired in varied occupations.

This kind of résumé is acceptable in small and nontraditional organizations looking for skills and experience and can be used in other organizations.

The advantages of using a functional résumé are that a variety of skills acquired in more than one field or outside regular employment can be effectively presented, and it takes attention away from a career with breaks or extensive job changes.

Components of a Functional Résumé

The following components of a functional résumé are the same as those of a chronological résumé (see above): heading; objective; summary; education; military service; affiliations and awards; publications, presentations, and patents; and references.

However, the other components are as follows:

Skills and accomplishments

- Identify three to five of your most important skills applicable to the type of position.
- Arrange skills in the order of importance.
- List and quantify other skills and accomplishments.

Work experience

- List positions held, but do not list details of duties performed.
- List your most recent position first.
- Indicate experience in number of years if there are breaks in employment dates.
- Limit mentions of experience to those of the past 10 years.

Applying for a Government Position

A foreign-born individual who is a naturalized citizen qualifies for employment in the government. If applying for a government position, you will be required to complete the government employment OF-612 form. All information asked for must be completed on the form. In completing such a form, pay attention to the job announcement. You need to address the knowledge, skills, and abilities required for the position. Add other information, even if it is optional. Each response is rated according to points assigned to an application. OF-612 forms must be sent before the deadline stated in the job postings. If certification is required, check your certification status to see whether it is current. Also, check whether the position requires you to be certified in a particular state in order to accept a position. Government positions that require a security clearance hire only U.S. citizens. In rare instances, a permanent resident status will be accepted. Citizenship requirement should be verified before applying for a government position.

Information and a sample copy of the OF-612 form are available at <http://www.cybercomm.net/~digibook/>.

Curriculum Vitae for an Academic Position

The tool used for seeking an academic position is the CV, which is longer than a résumé and should contain more information about you than does a résumé.

In the CV, include a detailed list of all your publications and presentations and other accomplishments. Unless requested, references should be provided upon request, and it should be so stated on the CV. In some cases, academic positions require letters of recommendation.

Components of a CV

Heading

- Use the title "Curriculum Vitae."
- Provide name and address and two telephone numbers.
- Provide e-mail address if you have one.

Education

- A PhD is usually a requirement for an academic position in chemistry.
- State your doctoral degree, the date it was received, your thesis title and advisor, and the name of the university.
- State details of any undergraduate degrees and graduate degrees you acquired, noting the most recent first.

Experience

- State your experience in reverse chronological order.
- Include research advisors involved in your past experience.

Research interests

- State these very briefly in a few sentences.

Professional activities and honors

- List these in order of importance or in alphabetical order.
- Highlight any special honors or awards received.

Publications

- List all publications.

Professional societies

- List current participation.

Oral presentations

- List only those important for the position.

Recommendations

- List names and contact information of three or four individuals willing to write recommendation letters.

Cover Letter

A cover letter must be included with every résumé you send. It serves as an introduction to your résumé. Before you prepare your cover letter, do some research on the company and obtain names of the unit managers or the hiring manager with correct spellings and accurate titles. The cover letter should not exceed one page and should include information not already mentioned in your résumé.

The first paragraph of a cover letter should explain the purpose of your letter and the attached résumé. Be sure to mention whether you are responding to an ad or doing an exploratory mailing to seek an opening in the company. If you are responding to an ad, pay particular attention to the reference number of the position, if there is one. Also, your cover letter

should indicate where and when you saw the ad. If you have been referred to an individual by a third party, state the name of the person who provided you with that contact.

In the second paragraph, indicate how your skills will fit the department and project. Indicate how you believe you will fit into the culture and purpose of the organization. Using information you may have found about the company and its long- and short-term goals, indicate what contribution you can make to its business or products.

In the final paragraph, express your desire to seek a position in the organization and indicate that you will follow up with a phone call to schedule an appointment. Follow up in approximately 1 week, and inquire about your correspondence and résumé.

Trends in Résumé Scanning

Job searching has undergone some transformation because of the technology revolution. One new development is the use of scanning and retrieval technology to review résumés. It is advisable to conduct your job search using a two-tiered method, one that deals with humans and one in which computers play a key role.

Computers have become as important in the job search process as they are in securing a position. As many as 50% of large- and medium-sized companies are now using scanning technology. It is estimated that by the end of this decade, 80% will use this technology in their own human resource departments or will contract the function to vendors who can provide the technology. Some U.S. government departments are using résumé scanning and matching to select candidates.

To manipulate résumés electronically, scanning hardware, software (optical character recognition or OCR), and matching and retrieval software are used. This technology does not require a technically qualified recruiter to effectively select the first round of résumés for any position and is invaluable to companies that receive volumes of résumés. It allows a company to archive information on individuals for immediate positions or for openings that may arise in the future.

The first step in this process is that a résumé is scanned into the computer. The text is read as graphics by the OCR software, which makes the necessary conversion and stores information in the computer system for future use. The scanning process identifies keywords associated with technical and other important aspects of the position as well as general information about a candidate vital to a recruiting organization.

Preparing a Résumé for Scanning

In order for your résumé to be captured by scanning technology, it is very important to design the résumé to be recognized for keywords and to be accepted in the first selection process. To be successful in the first round, the résumé must be formatted according to guidelines set out below.

- The font must be simple and clear, and characters should not run together. The font size should not be smaller than 10 point. Good fonts are Times New Roman, Geneva, Courier, or Journal. Script type, italics, graphics, bullets, or underlining (anything that runs together) must be avoided because the OCR software is not refined to read these.
- The résumé must be sharp and printed on a high-quality printer, preferably a laser printer, a high-quality inkjet printer, or a letter-quality dot matrix printer.
- The ink should be black, on good-quality paper of a light color.
- The résumé should not be folded. Folds can interfere with the clarity of the text.
- Avoid faxing résumés if a company uses scanning. Faxed images will not always appear clear for scanning.

The above steps will ensure that your résumé will be scanned accurately into the system. However, to ensure that your résumé gets the exposure it should, you also need to make sure that all the skills and keywords asked for in the position description are included so that they are captured in a keyword search.

When a position becomes open, the résumés in the database are matched to keywords in the position description. In any noncomputer selection process, such a search will be done by employees with the technical knowledge to identify skills. Résumés may be manually filed and re-read for subsequent positions, or they may be discarded. By contrast, in the electronic process, a large volume of résumés will remain in the system, and they will all be scanned in a search. Usually, the cover letters are also scanned because keywords can be picked up there as well.

If you are certain that a company is using scanning technology, it is useful to have a special keyword summary or keyword preface in a prominent place on your résumé so that the terms are definitely captured in the scanning. A good place for this is below your name and address in the body of your résumé. The keyword preface should include 20-30 important items without "the," "and," "&," or "of." Capitalize the first letter of each keyword. It is not important to have your keyword information in any particular order.

The keywords should indicate your skills, type of experience in those skills, and accomplishments. Your keyword summary should also include your field, degree, areas of specialization, instruments used, scholarships and awards, and any other unique information. This will guarantee that your important keywords will be captured in one place, even if all the pages of your document are not scanned into the system. Examine job ads to give you an idea of terminology the company uses, including technical buzzwords.

Scanning technology offers an advantage to job seekers who might be missed in the selection process by failing to provide details behind broad statements of experience in their fields. This technology also provides for matching the entire pool of candidates available to a particular employer in archives that can be conveniently retained. By making your résumé computer-compatible, your exposure to an employer will be greatly increased and the matching will be more accurate.

Preparing for the Interview

After preparing a résumé and responding to suitable advertisements, you may be invited for an interview. The next step is to prepare for the interview. All candidates who interview will have the required technical qualifications. Because your competition is just as qualified as you are, you need to stand out by being the best interviewee.

The art of interviewing can be perfected with preparation and with actual practice. The main purpose of the interview is to generate an offer of employment. It is a crucial element in the employment process and an opportunity to make an excellent first impression. It is not appropriate to address salary and benefits at the first interview unless the interviewer takes the initiative to move the interview in that direction.

To prepare for an interview, make sure you

- know yourself and your skills and abilities,
- know something about the company by researching information,
- know the logistics of the interview, and
- know what to expect, and be prepared to ask questions about the position.

To be able to talk about yourself at the interview, review any accomplishments that could be an asset to the potential employer. Before the interview, review examples to demonstrate certain skills you possess. Use examples to explain how you handled difficult situations, solved problems, and persuaded clients. Specific examples may be difficult to recall when you are on the spot. Reviewing your accomplishments beforehand will make it easy to recall what skills helped you to achieve those accomplishments. Always remember to provide quantified results of your accomplishments whenever possible.

By knowing something about the company, you will impress a potential employer. A company can be researched through standard directories and the local chamber of commerce or even by requesting the company's annual report in the mail before your interview. Most companies have Web sites with information about themselves. Any local public library will have information on companies as well. However, do not give the interviewer the impression that you prepared extensively for that portion of the interview; it could appear as a superficial interest in the company. When you research the company, remember to formulate and be prepared to ask relevant questions about the department, position, and the goals of the company. Also, discuss current market trends such as globalization and where the company hopes to head in the current economy.

If you are a foreign-born chemist interested in working for a subsidiary or a future project overseas, you may be a candidate for such a position. Many companies are looking for foreign-born, U.S.-educated and U.S.-trained personnel to serve in their countries of origin. U.S.-trained personnel from foreign countries get preference for overseas assignments from some employers because their language and cultural understanding can make the transition much easier. Some employers also look for such employees as good business contacts for the company. In addition to researching information about companies through directories, if you are interviewing with large companies, read some international business magazines so you can recognize areas in which U.S. companies have interests overseas. This is particularly useful if you do not have permanent resident status in the United States and you are seeking opportunities in developing or growing economies. With the push to take American businesses to other countries, you will be at an advantage. The U.S. government, many international organizations such as the World Bank, and governments of other countries contract with private U.S. companies for international development projects that could be of interest if you are seeking that type of work.

Another way to find information about a company is from people who are current or former employees or who have worked with the company as vendors or consultants. Try to get as much information as you can, but remember that what you hear will reflect that person's experiences, good or bad, at the company.

Basic Logistics of Interviewing

Before the Interview

1. Practice interviewing with a friend or spouse; if possible, videotape and critique your practice interview.
2. Attend ACS mock interview sessions at national meetings to take advantage of a videotaped interview.
3. Review your résumé and refresh your mind about achievements that will match the needs of the company.
4. Research the company and prepare questions to ask the interviewer about the position and the company.
5. Know where the interview will be held, the time of the interview, and the exact name of the person who has invited you to an interview.
6. If the interview is out of town, confirm all arrangements and leave plenty of time to get there.
7. Take into account the distance, the time of day, and traffic if you have to drive or take public transport.
8. Estimate the amount of time to arrive at the interview, and add at least 15 to 30 minutes for unforeseen delays.
9. Always carry a notebook with the name and phone numbers of the interviewer in case you need to call en route.

10. Take extra copies of your résumé, list of publications and patents, and any relevant information to present as your achievements.
11. Prepare some relevant job-related questions that you can ask the interviewer pertaining to the position. Questions could include how long the job has been open, the role of the department in the overall organization, the company's long-term goals, skills that are valuable in the department and the company, how your background can fit into the job, and targeted questions to determine the company's values.
12. Become familiar with different types of interviews and the legal line of demarcation for interview questions that can be asked in the United States.
13. Never address an interviewer by first name at the first meeting or an interview. Always wait for the interviewer's invitation to sit down when you enter the interview room.

During the Interview

1. Pay attention to your body language.
2. Speak with confidence.
3. Speak clearly and slowly.
4. Maintain eye contact with the interviewer.
5. Be discreet with note taking at an interview.

After the Interview

1. Exchange business cards.
2. Handshakes after interviews are usually initiated by the interviewer and should be firm.
3. After the interview is over, jot down important facts for future reference.
4. Follow up by sending a thank-you note to the interviewer.

The purpose of the interview is to successfully sell yourself to the prospective interviewer. In an interview, it is important to demonstrate enthusiasm for your work, sincerity in your purpose, courtesy in your dealings with others, and tact in dealing with stressful or difficult situations. The interviewer will try to determine whether you can do the job and whether you will fit into the work environment.

If you have tried to get some information on the specifications of the job and the employer's expectations, it will be easier to sell your skills and accomplishments for the position. Try to get the interviewer's attention, and participate fully in the conversation.

This publication is not intended to give readers exhaustive information about preparing for an interview. The ACS Department of Career Services has published *The Interview Handbook*, which discusses in more detail how to research a company, types of interviews, and dressing for success. Other publications listed in the appendices will provide you with some useful hints for interview preparation.

Selecting References for Employment

If you are a foreign-born chemist educated in the United States, references can easily be obtained in this country. However, unless you are a new graduate, references should not be listed directly on your résumé but instead should be provided only when asked for by a potential employer. There is an element of risk in stating names of references before you have an opportunity to interview, because any negative feedback can cost you an interview and possibly a job offer.

However, if you are a new immigrant to the United States and your work experience was overseas, it is very important to provide a potential employer with appropriate contact information. In such cases, letters of reference will be helpful. A potential employer in the United States should be able to access referees easily. In the United States, a potential employer will not be satisfied with only a letter of recommendation and the limited information contained therein but instead will want to speak directly with the person to ask more specific questions. It is up to you to give a potential employer contact information so that if you have a job offer pending references, contact can be made quickly and efficiently. Tell a potential employer of the exact time difference in another country so that he or she can easily contact a reference in a different time zone.

Employers in the United States want to obtain specific information about your skills, abilities, and performance related to past employment. It will help your references in another country if you prepare them with information regarding the position you are seeking and the requirements for such a position. The referee will then be in a position to give relevant information pertaining to your future employment.

Be prepared with about four to six names of people connected with your past employment. References need not be restricted to former supervisors; they could be obtained from peers, former bosses, consultants, or any other person associated with your workplace who is in a position to observe your performance. Keep your references updated with a copy of your current résumé, and refresh them in regard to your position and responsibilities. Discuss with your referees how they perceived your performance on the job, particularly in difficult situations. Pay attention to their comments to make sure they convey an accurate picture of your strengths and weaknesses. In addition to technical skills, employers in the United States pay particular attention to interpersonal skills, work ethics, communication, ability to adjust to change, and dependability, to name a few attributes.

Employers will contact your references only if there is a genuine interest in hiring you. The final hiring decision could depend on favorable references, so do not neglect this aspect of the employment process.

4. Seeking Employment

Immigration Requirements for Employment in the United States

Foreign-born individuals can enter the United States for various purposes. Whether your intent is to live permanently, work, retire, or invest in the United States, you need the right papers to do so. Most U.S. employers prefer to hire individuals who hold a green card. Before seeking employment, after entering the United States, or while in another country, it is important to understand the basics of the U.S. immigration system.

The U.S. immigration law is written to bring foreign nationals into the country and to take measures to keep foreign nationals out. You should obtain current and correct information concerning U.S. immigration laws from a reputable immigration attorney, licensed to practice immigration law, and not draw conclusions concerning your situation from any prior case. The U.S. immigration system does not have any shortcuts and cannot be expedited by political influence.

This document outlines the basics of what you need to know before consulting an attorney. The immigration system has two broad classes: the resident alien and the temporary or nonimmigrant visa. Resident alien status is granted to those who are classified as immigrants to the United States, and nonimmigrant visas are issued to individuals who are in the United States on a short-term basis. Nonimmigrant visas are classified according to the purpose for which an individual enters the United States.

Permanent residency or the green card (also called the alien registration card) is issued to persons of foreign origin who have satisfied specific criteria. Generally, green cards take time to process; sometimes years will pass between filing a petition and receiving a green card. The many ways to qualify for a green card are discussed below.

Temporary or nonimmigrant visas are issued in unrestricted numbers and take much less time to process than a green card. Temporary or nonimmigrant visas are issued at U.S. embassies or at consulates outside the United States. There are various categories of nonimmigrant visas, depending on the purpose for which the individual is entering the United States. Each category has its own set of criteria, and some nonimmigrant visas permit work whereas others do not.

The common feature of nonimmigrant visas is that they are only for a specific purpose and a specified time. It is possible to change from one category of nonimmigrant visa to another if an individual has changed the purpose for which the original visa was issued. Obtaining a nonimmigrant visa and entering the United States does not guarantee any individual the right or opportunity to obtain permanent residence. It could, however, open opportunities for a chosen few who may be able to obtain permanent residence if they wish to do so.

There are more than 30 categories of nonimmigrant visas for entry to the United States, not all of which are relevant here. The categories of nonimmigrant visas that usually apply to chemical professionals and students are as follows:

F1	student visa
F2	immediate family members of students
H1B	workers in specialty occupations
H4	spouse and minor children of specialty worker
J1	exchange visitors
J2	spouse and minor children of J1 visa holders
L1	intracompany transferees
TN	NAFTA employees

Student Visa (F1)

Foreign-born students are granted admission to the United States for the period required for the full course of study at the institution specified in the student's visa application and for 1 year of practical training following. An extra 2 months may be granted for the student to prepare to leave the United States and return to his or her home country. To obtain such a visa, the student must complete and provide to the visa-issuing office Form I-20. This form must be from a school authorized by the Immigration and Naturalization Service (INS). An applicant for an F1 visa must also produce documentation to show financial support in the amounts required by the school issuing the I-20 document.

F1 students are permitted to bring with them to the United States spouses and children who are minors. Such dependents may be granted F2 visas, but they are not permitted to accept any kind of employment while in the United States.

Some work is permitted for F1 visa holders with restrictions and subject to approval by a designated school official who has the authority to grant permission, as discussed in Chapter 2.

Workers in Specialty Occupations

The current law permits professionals or members of "specialty occupations" to be granted H1B visas to enter the United States or to remain in the country after completing their education. An individual with F1 status may be offered employment after completing education in the United States and thus may change to H1B status. This is an employment-based visa category that is granted for an initial period of 3 years with the possibility to renew for 3 more years. After a maximum of 6 years, the visa holder must leave and remain outside the United States for at least 1 year before accepting employment and returning. In view of the deadline of October 1, 1997, for issue of pending employment-based green card applications, an extension of a seventh year can be granted at the discretion of the INS.

Presently, there is a cap of 65,000 H1B visas issued for a fiscal year. Significant amendments are now under discussion on an immigration bill that would drastically reduce this number. Some provisions of the new regulations have already been promulgated. In accordance with the current regulations, H1B visa holders should pay close attention to the following:

- H1B holders who have been sponsored for the green card and whose H1B visas have expired or will expire before September 1997 must either get their H1B visas extended or leave the United States by the end of September 1997 to avoid being barred from reentering the United States for either 3 or 10 years, depending on the number of days the individual has remained in the United States after the visa's expiration date.
- If an H1B visa holder has converted from an F1 visa, he or she must make sure that the spouse and/or children under 21 change to the H4 category. Otherwise, they become illegal for adjustment purposes.
- Lately, INS has been very strict about H1B visa holders changing employers. They must remain employed with the original employer until their requests for changes are approved. Frequently, INS requires evidence of continued employment such as canceled paychecks or W2 forms from previous employers. If continuity cannot be established, chances of getting a new visa become very poor.
- Because 1997 is a historic year in terms of immigration changes, everyone is advised to follow the INS guidelines very closely.

The above is intended only for information purposes. Details concerning a specific situation, as well as changes to employment-based immigration laws that will apply after October 1, 1997, must be clarified with an immigration attorney. Employers who wish to hire foreign nationals may have to incur other costs in addition to legal expenses under the new law. If you come under the category requiring H1B status, the current law may not hold true when reforms become effective. It is advisable to consult an immigration attorney and check the amendments to the law.

Other Requirements for the H1B Visa

Specialty occupations that are covered under the H1B visas are defined as those that require at least a bachelor's degree or its equivalent from the United States or outside the United States. The degree must apply to the field of study required for the job. For an individual to obtain an H1B visa, a firm offer of employment is required. The employer making such an offer must

file a Labor Condition Application (LCA), which must be approved by the Employment Training Administration office of the United States Department of Labor (DOL). The LCA, when approved, is valid for 3 years. The LCA is granted for the employer to hire an employee for a particular location. If such an employer moves an H1B employee to another branch location of the company for a period exceeding 90 days, a new LCA is required. The employer does not have to file for a new H1B petition. DOL approval must accompany the employer's petition to INS for the foreign national who is under consideration for employment. The employer must also establish that the foreign worker is paid the prevailing wage for that position in the same organization or for similar positions in other organizations requiring similar qualifications. Prevailing wages acceptable to the DOL are usually higher than the wages paid for the position if held by a citizen or permanent resident. Record keeping of all wage information in that organization must be available for public examination. Prevailing wages may be determined through state employment agencies, independent sources, books, newspapers, periodicals, newsletters, or surveys that are legitimate sources. (The *ACS Salary Survey* is accepted as a legitimate source.) The information should not be more than 2 years old. The LCA can be rejected if the wages are based on an unacceptable source. Authorities take precautions to prevent employers from hiring foreign workers for low wages and in unacceptable working conditions in preference to U.S. citizens. The proposed bill recommends that H1B workers who replace an employee laid off from a specific position should be offered 110% of the wages paid to the previous employee. If an employer has an LCA pending at the time a strike or work stoppage occurs at the location where the H1B worker is to be hired, that employer must inform the DOL, Employment and Training Application Office, within 3 days. If you are an H1B applicant, you are entitled to a copy of the LCA before you begin employment. The employer is also required to prove that hours, shift work, vacation time, and other benefits offered to an H1B employee are comparable to those of other workers in the organization before the H1B individual is hired. H1B workers cannot be hired by employers if there are labor disputes pending in their organization at the time an application is made for a foreign worker. If an employer terminates an employee with an H1B visa, the 1990 Immigration and Naturalization Act places the burden on the employer to meet reasonable cost of transportation of the foreign national back to the home country. Because of the impending changes to the H1B category, it is advisable to contact an immigration attorney to clarify legal aspects if necessary. Two Web sites for information about immigration are <http://aila.org/home.htm> and <http://www.ustradecenter.com/immlaw.html#index>.

Exchange Visitors (J1)

The U.S. government programs of educational and cultural exchange are managed by the U.S. Information Agency (USIA). USIA exchange activities occur between different kinds of partners from various countries. These partners include the academic community, the U.S. private sector, American volunteers, and foreign governments. Foreign nationals on J1 visas enter the United States for cultural, educational, teaching, training, research or other international exchange programs recognized by USIA.

To qualify for a J1 visa, an individual must be accepted into one of the USIA-approved programs and have a program sponsor before entering the United States. Universities are sometimes program sponsors for J1 exchange programs. Funding for these programs may come from sponsors such as schools, businesses, the U.S. government, or foreign government sources that foster international exchange. A J1 visa is issued at an embassy or consulate in the country of the foreign national, and it can be obtained very quickly if all the required documentation is submitted. A J1 visa holder in the United States is restricted to work or participation in the specific program for which the visa was granted. USIA requires that the funds, whether from the funding source or partially subsidized by the J1 visa holder, must be sufficient to cover the participant's living expenses while in the United States. The participant's knowledge of English must be proficient enough to function in an exchange program in the United States.

The recipient of a J1 visa must intend to return to his or her home country at the end of the specified assignment. INS and consular authorities may require proof of material possessions, property, and family remaining in the home country to satisfy the authorities that the awardee will return. It may also be necessary to prove that there is a position in hand to return to or training in an area that will offer employment in the home country. Many of the program awardees come from foreign countries that need the individual to return and serve in their home country. Because the chosen area of study or research or other activity must be such that the awardee can return to the home country and secure employment, a J1 visa can be refused if the Consular Office is not satisfied that the field of study has scope in the home country. All J1 awardees are bound by a 2-year home rule requiring them to return to their home country and serve for 2 years before returning to the United States for further permanent residence or on another work permit visa. In special cases, this 2-year home rule may be waived. A J1 individual offered permanent employment in the United States will be required to obtain a waiver of the 2-year home residency requirement in order to proceed with accepting such employment.

The J1 visas are granted for a specific purpose, and the individual who enters the United States on this visa is entitled to bring a spouse and unmarried children under age 21 into the country. Spouses of J1 visa holders may work in the United States with INS approval, which must be obtained in person after entering the United States. Freedom to travel in and out of the United States is permitted as long as the J1 visa is valid. However, stays in the United States are only allowed up to the date indicated on the document of eligibility granted at the time the J1 visa was approved. Students on J1 visas are permitted to stay for the

duration of their program plus employment for practical training in their field of studies, usually 18 months; this is optional. In the case of teachers, professors, researchers, and others with special skills, J1 visas may be granted for a maximum of 3 years. Work is permitted if it is directly connected with the approved program.

Grounds for Waiving the 2-Year Home Country Residency Requirement

J1 visa holders may request to waive the 2-year home country residence requirement in the case of exceptional hardship, such as lack of medical attention for a spouse or child who is a U.S. citizen in the country of residence of the applicant. If such a claim is made, it must be amply documented and proven beyond doubt.

When there is fear of persecution in the applicant's home country because of race, religion, or political opinion, a waiver may be granted. Again, well-documented proof will be required. When the government of the applicant's home country gives the applicant a statement of "no objection," a waiver can be obtained. This permits the applicant to change to H or L visa through a U.S. employer. This is possible if the funding for the J1 applicant did not come out of public funds. There are special restrictions if the applicant is a foreign medical graduate.

See the USIA Web site at <http://www.usia.gov/educatio.html> for information on USIA educational and cultural exchange programs.

Employment-Based Preference Categories of Immigration

In accordance with the Immigration Act of 1990, aliens qualify for immigration under three broad categories: family-sponsored, employment-based, and diversity immigration. There is a combined annual ceiling of 480,000 visas available for family-sponsored and employment-based immigration. Employment-based immigration in all categories has an annual ceiling of 140,000 visas.

According to the Immigration Act of 1990, there are five employment-based preference categories of immigration: priority workers, exceptional ability and advanced-degree professionals, other workers, special immigrants, and employment creation immigrants. Each category is discussed below.

Priority Workers

The first 40,000 visas are set aside for aliens of extraordinary ability, including outstanding professors, researchers, and executives and managers of multinational corporations. These individuals are required to provide clear proof of prearranged commitment to continue in their field of work after they enter the United States. No labor certification is required.

Within the category of priority workers are three subcategories:

1. Aliens of extraordinary ability (no previous job offer is required). This category includes winners of the Nobel prize or other internationally recognized awards or outstanding achievement.
2. Outstanding researchers and professors. At least 3 years of experience in teaching or research (research for academic degree is excluded) and outstanding ability and international recognition in specific academic areas are required. Accomplishments must be documented. Individuals in this category enter the United States to teach in a university or other institution of higher education or for high-level research in an academic environment or with a private employer.
3. Certain executives and managers employed by qualified international companies. To qualify for this category, the individual must have been employed for at least 1 out of the previous 3 years by the overseas-affiliated company, a subsidiary, or the parent holding company of the sponsoring U.S. company. Immigration is granted only on the condition that the individuals are coming to the United States to work in a managerial or executive capacity.

Exceptional Ability and Advanced-Degree Professionals

The second 40,000 visas are set aside for aliens holding advanced degrees who have exceptional ability in the sciences, arts, or business. In this category, a job offer may not be necessary if the INS determines that the application is of national interest to the United States. The INS is not clear on what is necessary for this requirement. This category requires expertise beyond the possession of an academic degree. Labor certification is required.

Other Workers

The next 40,000 visas are set aside for other skilled workers, aliens with bachelor's degrees, and unskilled workers. Unskilled workers for positions requiring less than 2 years of experience or training are eligible for only 10,000 visas. This category includes the following:

- Professionals with bachelor's degrees—limited to individuals with American bachelor's degrees or the foreign equivalent who are employed in a profession.
- Skilled workers—those in employment that requires at least 2 years of training or experience. This category requires a job offer for positions of skilled labor, and the applicant must have a minimum of 2 years' training and/or experience.

- Unskilled workers—there is a cap of 10,000 of the 40,000 visas allowed. This category requires less than 2 years of training or experience. Labor certification is mandatory and is in accordance with defined level of experience by labor certification.

Permanent Residency (Green Card)

The green card gives an individual the right to live and work in the United States for an indefinite period. Green card holders retain citizenship of their country of birth but are regarded as permanent residents of the United States. They are bound by all Internal Revenue Service regulations and are required to pay taxes and Social Security equal to their U.S. citizen counterparts. They are not entitled to vote in any elections or to receive unemployment or welfare benefits enjoyed by U.S. citizens. Several methods of obtaining green cards, ranging from family-based to employment-based green cards, are discussed below. In addition, it is possible to obtain a green card as an alien entrepreneur.

Family-Based Immigration

An application for family-based immigration must be made by a petitioner who is a U.S. citizen or green card holder of a specified category permitted by INS. An immediate relative of a U.S. citizen is not subject to the quota system. This category includes spouses, widows, or widowers of U.S. citizens and minor children of U.S. citizens. Some categories of relatives do not qualify as applicants for a green card. Specific information about these categories can be obtained from an immigration attorney or through an attorney's Web site. If an individual is sponsored by a family member green card holder, through employment, or through the diversity immigration lottery, these categories are subject to quotas.

Employment-Based Immigration

Employment-based green cards can be obtained by those who do not have direct relatives to qualify for immigration based on relationship. (See previous description for qualifying categories.)

Special Immigrants

This category includes religious workers, professionals, skilled workers, overseas employees of the U.S. government, former Panama Canal Company employees, some foreign medical graduates, and retired employees of international organizations. An annual allocation of 10,000 visas is set aside for this category.

"Employment Creation" Immigrants

Employment creation immigrant investors are those who create employment for U.S. citizens and permanent residents. Immigrants in this category must invest \$1 million in a new commercial venture that creates at least 10 full-time jobs for unrelated U.S. citizens or permanent residents. The commercial venture could be the creation of a new business, the acquisition of an established business, or the addition or expansion of an existing business to generate a minimum of 10 new jobs. This category has an annual allocation of 10,000 visas. Immigration is granted to the investor and immediate family members on a conditional basis for a two-year period. At the end of two years, INS determines whether all the conditions for establishing a commercial business and generating employment are met before the two-year condition is removed. The amount of investment depends on the location of the business. If the business is established in an area with high unemployment, the Attorney General could authorize a lower basic capital investment of \$500,000. If a business is located in an area with high employment, the minimum basic capital investment required is \$1 million.

Diversity Immigration

Citizens of countries that are underrepresented in the United States have the opportunity to enter the United States and obtain permanent residence through the diversity immigration lottery. To qualify for this type of immigration, it is necessary to be aware of green card lotteries when they are taking place. This lottery is available only to residents of countries that qualify under the "low-admission" category. If the United States has received 50,000 or more immigrants in a period of 5 years from a particular country, under all different preference categories of immigration, such countries are defined as "high-admission" countries. High-admission countries are not included in the immigration lottery.

Details of application requirements are available from immigration attorneys or on the World Wide Web. To qualify under the diversity immigration category, one does not require relatives, labor certification, or special skills. If selected in the lottery, one needs to prove birth in a lottery-designated country or a written job offer from an American company or business.

How To Preserve Permanent Green Card Status

An individual with a green card can travel freely in and out of the United States at any time. However, any absence lasting more than a year without prior approval will be considered abandonment of permanent residency in the United States. If an individual with permanent resident status must reside out of the United States for more than a year, a reentry permit must be applied for while the individual is still in the United States. It is not necessary to have received this document before departing to another country for a long period of residence, because the reentry permit will be sent to the permanent resident at the designated address outside the United States. A reentry permit looks similar to a passport, but this document cannot be regarded as a substitute for a U.S. passport or any other passport.

If there is a need to use a reentry permit to remain outside the United States for more than 12 months, check with an immigration attorney about the implications, particularly if you intend to apply for naturalization as a U.S. citizen. If you intend to become a naturalized U.S. citizen, you are required to have continuity of residence, usually for 5 years. Absences from the country lasting less than 6 months will not be counted as a break in the continuity of residence. However, if you plan to apply for naturalization and have gaps exceeding 6 months in the first 5 years of permanent residency, you must seek the advice of an attorney regarding the requirements for naturalization.

The green card does not automatically convert to U.S. citizenship. Citizenship is optional, and you must apply for naturalization. To make such an application, retain well-documented information regarding places of residence and dates, dates of travel in and out of the United States, and other information provided at the time the original green card petition was made. In addition, you must become familiar with the types of questions asked on the citizenship test.

Foreign nationals can retain their foreign nationality and permanent United States residency for an unspecified number of years. However, green card holders retiring in the United States after a lifetime of service, having paid taxes and Social Security, may not qualify for full retirement benefits unless they are naturalized before retirement. An attorney should be consulted if you decide to retain the green card for an indefinite period that includes retirement in the United States or elsewhere.

NAFTA Work Visas in the United States

Chemists are listed among the 60 or more North American Free Trade Agreement (NAFTA) professions. The visa granted to professionals from the NAFTA countries is a TN visa. TN visas are temporary work visas that can be issued at a port of entry to the United States, are valid for 1 year, and are renewable indefinitely. A minimum of a bachelor's degree is required to qualify for a TN visa. The TN visa for Canada is not based on a quota limit for a given period, but there is a cap on the annual quota of TN visas for all professions for Mexican workers. This type of visa does not require DOL approval and is not governed by the prevailing wage requirement for other foreign workers. This visa is granted with no form filing or delays. All documentation is checked, approved, and issued at the border.

Selecting an Immigration Attorney

Immigration attorneys are usually selected through personal recommendations. If you wish to select an attorney on your own, the best way to do so is through the state bar association. The lawyer you select should be a certified specialist in immigration law.

IMMLAW, the National Consortium of Immigration Law Firms, is located in San Francisco, CA, and identifies experienced immigration lawyers in major cities throughout the United States. For information on immigration attorneys, phone 415-391-2010 or send a fax to 415-781-6181. The American Immigration Lawyers Association (AILA) in Washington, DC, can be contacted at 202-371-9377. It is also possible to search for immigration lawyers through the AILA Membership database on the Web site <http://ilw.com/ailalist/>. You can also find information on lawyers in the Martindale-Hubbell Legal Directory, available in law libraries. This directory provides biographical data and ratings of lawyers.

Most attorneys provide an initial visit at little or no cost. This is a good opportunity to visit and meet with the attorney to assess whether you wish to use his or her services. Even in an initial visit, be prepared with all necessary documentation, including your foreign passport, arrival and departure documentation, certificates and information concerning present employment or prospective employment, a résumé, and documentation to substantiate your qualifications for seeking employment-based residency. Do not assume that an immigration attorney will be able to find employment and obtain permanent status for you. An immigration attorney can assess your situation and determine whether you qualify under a specific category within the provisions of the current law.

During your initial consultation, gather as much information regarding the qualifications and standing of that particular attorney. You are not bound to retain an attorney immediately after the first visit. It is advisable to consult with at least three or four attorneys and get their opinions before making a final selection so that you will be confident in your choice.

Get an idea of costs involved, some of which may or may not be borne by a potential employer who wishes to hire you. Some employers pay legal expenses and then deduct part or all of it from the employee's paycheck. It is also important to obtain quotations for the fees the attorney charges for various steps and to clarify what is covered by the legal fees. You must discuss with the attorney any hidden expenses such as copies, courier fees, telephone consultation, and appearances the attorney must make at the INS offices on your behalf. Give the attorney copies, and retain the originals of your documents.

Based on current general information, the average cost of a labor certification is about \$3000-\$3500; the H1B process is approximately \$2000-\$2500; extraordinary-ability or outstanding professor or researcher is approximately \$2500. These figures only give you some idea of the cost; actual costs may vary according to the specifics of your case.

If you feel that you may have a problem communicating with the lawyer, you may ask to bring another person who can assist. A clear dialogue between the attorney and the client is very important. You should also take notes at each visit.

After you retain an attorney, do not assume that this person will take care of all your needs. When the attorney is retained, ask questions and get some answers regarding the time frame for the process. Take notes and follow up on the dates for the various stages of your application. If necessary, keep track of priority dates by calling the local INS office or any other information channel available. There is plenty of information regarding immigration, and it is important that anyone who is processed through the system has an elementary understanding of the system and the steps that are followed.

If at any stage of a pending application the attorney's services are not to your satisfaction, you have a right to change your attorney. You can retain a new attorney who will take care of the substitution documentation and proceed. However, remember that such a change may cost you time and money. To prevent such a situation, select an attorney after thorough research—preferably through networking with people who have used that attorney's services successfully.

5. Factors To Consider in Your Job Search

Employment Trends

Before you venture out on a job search, you should have an understanding of general employment trends. Today there is less security in employment. Permanent employment with one firm throughout one's career is rare. Frequent career moves are very common and are no longer considered a stigma as long as the career moves indicate upward progression. Management layers have been eliminated, creating flatter organizations. It is a given that flexibility, adaptability, and good verbal and written communication skills are almost always required to complement technical skills. Every employer's goal is to achieve staff downsizing while attaining required production or work output with a core staff. Teamwork has replaced a multilayered system of management. Whether a particular job market involves customer-driven production or research, a business sense is important in addition to technical background.

An ability to work in a diverse workforce is important. The outlook on work, production, business, research, or any other area that affects employment is usually geared to a global market. The industry is moving toward the emergence of small firms of between 50 and 500 employees that tend to hire professionals with multifaceted skills and knowledge. Small companies are hiring BS chemists with marketing, sales, customer service, and research and development (R&D) experience. Chemical engineers are also sought by small firms. Medium-sized companies hire for replacement and some growth and require

chemists at all degree levels. Medium-sized companies hire chemical engineers as well as BS chemists in technician positions in R&D, whereas PhDs are hired for R&D positions in a flat or 0-5% growth-level environment.

Large companies that have decreased staff because of downsizing are now hiring. New hires bring in mixed skills to enhance the company's standing in a highly competitive global market. In this respect, emerging areas to pay attention to include environmental services and environmentally benign products. Environmental opportunities may develop globally for U.S. companies because of activity in many developing countries. Other growth areas are analytical development, custom products, and quality control.

Fields that are currently important are analytical chemistry, product synthesis, process engineering, environmental chemistry, biochemistry/molecular biology, catalysis, computer modeling and simulation, regulatory affairs, chemistry information services, and patent law.

Updating Skills and Knowledge

A foreign-born chemist with experience in another country may or may not be technologically marketable in the United States. If you are a member of a professional society, you will be able to access resources to overcome this disadvantage. ACS offers short courses to update skills and knowledge in almost every area of chemistry in which chemical professionals should remain current, including such areas as chromatography; spectroscopy; quality control; computers in chemistry; environmental chemistry; organic, polymer, and physical chemistry; biological, pharmaceutical, and medicinal chemistry; and management and business.

These intensive courses vary from 2- to 5-day presentations. Courses are offered in sessions in major cities and selected universities, as well as in conjunction with ACS national meetings and some of the other large scientific meetings. These courses are conducted by carefully selected national and international experts recognized in their fields. Topics range from basic techniques to state-of-the-art advances in developing fields. Unemployed members of ACS can enroll in short courses at no charge. Certificates of completion are provided at the conclusion of the course. For every 10 hours of continuing education, you will earn a continuing education unit (CEU), which is invaluable for your professional development. ACS continuing education courses are offered in three formats: audio, video, and television broadcasts via satellite.

To obtain information about short courses conducted by ACS, contact ACS Educational Services/Short Course Office by phone at 800-227-5558 or 202-872-4508; by fax at 202-872-6336; or by e-mail at shortcourses@acs.org.

Identifying Resources To Target and Research Employers in the United States

Various approaches may be used to target the job market. It is beneficial for every chemist to consider membership in one or more professional societies to make use of the variety of services available to members seeking employment. ACS offers numerous programs through its Department of Career Services to assist members in the job search process.

Professional Societies

Once you have identified companies that you wish to target, you can access other types of career assistance through the ACS or other professional societies in your field. For example, ACS members can have their résumés reviewed through the ACS Career Consultants Program. This is a free service to members, who are matched with a consultant according to the member's needs. Through phone contact, you will be able to work with a consultant on your résumé and other career-related issues. (See Appendix I for more information on this and other services offered by ACS.)

Professional societies offer employment services, including referral services or clearinghouses, which are held at several locations. ACS, Pittcon, and AIChE employment clearinghouses are among major events available for chemists and chemical engineers to make contact with employers and access employment opportunities.

Professional data banks and résumé referral services are also services that enable you to obtain exposure to employers. These services are available throughout the year and are based on matching a candidate to the needs of an employer.

Being active in a professional society will also lead to networking opportunities with other professionals in your field.

Become active in the local section of your society. Join an ACS division, present a paper or poster at a meeting, or volunteer to serve on a committee or task force. Any of these activities will make you and your abilities visible.

Networking

Networking enables you to learn about different aspects of the chemical industry and the types of positions available in various companies. Networking will also help you to develop job search strategies, particularly if you wish to target specific companies. Meeting different people always provides information opportunities and ideas or further introductions that can foster important job leads, whether through your contacts in a professional society or in various walks of life.

Remember that, when networking, you should keep your contacts informed if they have helped you get good information or job leads. This feedback can be verbal or a written thank-you note mentioning the progress you have made as a result of your contact. Such follow-up is always appreciated by any contact made in a network.

Just as you obtain assistance and information through networking, it is important that you share effective job search techniques and other useful information with members of your network. Make introductions and refer people to fellow members of the profession in your network whenever you have important leads that may interest another individual.

It was recently estimated that 41% of chemists found jobs in industry through personal contact, and 15% found employment through newspaper ads. In government, 55% of the jobs were found through personal contact; and in academia, 54% found their jobs through personal contact. Among PhD chemists, 49% found jobs through personal contact; 44% of MS chemists and 40% of BS chemists found their jobs through personal contact.

Networking contacts can be made through various sources, including fellow workers, former workers and/or supervisors, previous subordinates, competitors, clients, consultants, customers, sports groups, church groups, hobby groups, relatives and neighbors, teachers, stockbrokers, fellow commuters, lawyers, accountants, physicians and dentists, e-mail groups, and the World Wide Web.

Sometimes you will go through more than one level of your network before you find a direct contact that meets your needs. In returning the favor or acknowledging the contact and progress made, keep all levels posted.

ACS local sections offer opportunities to make contacts and network on a local level. This is also useful in developing skills through making presentations and volunteering on committees and projects. Involvement in a professional society at the local or national level can give you considerable exposure and networking contacts that may prove invaluable in your job search and your career.

The process of networking must be organized with care. Every contact must be recorded in a Rolodex or electronic file. When a networking contact is made, record for future reference information on where the contact was made and any other important information. When a network grows, it will be difficult to remember details about each person. As a part of the networking process, be prepared with business cards and keep yourself up to date with topics that will help open conversations with others. Be prepared to make conversation about interests other than chemistry, and do not hesitate to initiate conversation. Be assertive in your networking environment, but observe common courtesy.

Communication skills, especially good listening skills, are very important in successful networking. Develop such skills if necessary. Pay attention to facial expressions and tone of voice. Rephrase what someone has said to clarify information and avoid misunderstanding. Whenever possible, check information and accuracy, and ask questions.

Campus Recruiting

Campus recruitment provides opportunities for candidates to meet potential employers. Some employers rely heavily on campus recruitment, whereas others use it only marginally. Different employers handle interviews according to their style. Most recruiters indicate that there are four basic questions they expect a candidate to answer:

- What job does the candidate want?
- Can the candidate do the job?
- Will the candidate do the job?
- Is the candidate compatible with the existing team?

It is important to exhibit your interest in a company and in a particular area of work. To do this, you must have a fundamental understanding of the company and the type of jobs offered. Enthusiasm and confidence are important. You should be able to point to specific examples from your education and lab experience that will reflect your problem-solving skills, team compatibility, leadership qualities, organizational skills, and motivation.

A campus interview may be more formal than an on-site interview. Campus interviews are usually conducted by trained interviewers; on-site interviews may be conducted by scientists and technical people.

Classified Advertising

Classified ads in newspapers and professional journals provide information on job openings. These ads are also a good way of seeking information on types of opportunities available in the job market. Direct mail lists usually include major companies but not always small companies that place job ads. Classified advertising may be used by small companies that are actively hiring. The ACS weekly magazine *Chemical & Engineering News* is a good source of advertising by employers. Other magazines for information on job openings include *Nature*, *New Scientist*, and *The Chronicle of Higher Education*.

Recruiting Agencies

Employment agencies and search firms should not be discounted in a job search. Small companies that do not have established human resource departments use the services of recruiting agencies and search firms to seek candidates. However, check the credentials of such companies and use only reputable agencies with proven track records. Usually, the agency is retained for a fee by the employer. Be particularly cautious about recruiting agencies that require a fee from the applicant.

Electronic Sources

Electronic media can help you locate positions through boundless search facilities at any hour of the day or night. Not only can you search for positions, you can also provide your résumé electronically. However, be cautious in providing any information about yourself online. A résumé posted online becomes public property, and it could end up in places you do not expect or want. Your current employer may also stumble upon it while searching for other candidates like yourself. Do not assume that electronic posting is the only way to get exposure. Some employers continue to use traditional paper documents in hiring, although electronic searching is becoming more common.

There are numerous electronic sites for locating job openings. See the appendix for more information.

Academic Positions

Academic positions may include the following: tenured and nontenured positions; adjunct, affiliate, or visiting appointments; research professional appointments with academic responsibilities; research professionals without academic responsibilities; postdoctoral research associates; postdoctoral scholars; and research associates.

The terms of employment for these different kinds of positions vary. You should become familiar with the procedure followed by each academic institution. Usually, academic faculty appointments are tenured or nontenured appointments with responsibility for academic instruction and curriculum development. In academic positions, a letter of appointment is issued to an individual when the position is temporary and a term is specified in the letter. A "letter of hire" in most academic institutions refers to a letter confirming tenure-track employment, indicating terms, conditions, and expectations of an appointment as an initial document pending a formal contract from the governing body of the university.

Nontenured positions are usually subject to the availability of funds in an institution. A nontenured position can be terminated if funds are exhausted before the date of termination on a letter of appointment. If a nontenured position continues to the end of the term stated on a letter of appointment, termination is automatic and usually without further notice. If renewal is possible, notification is made before the termination date. A nontenured position has no protection or claim to reappointment. Continuity is at the sole discretion of the academic institution. Nontenured service is usually not counted in tenure appointments.

Nontenured employment is usually evaluated annually by the department concerned. Positions in support research will be supervised whereas other research professional positions will have minimal or no supervision. Some positions will require minimal academic instructional responsibilities.

Postdoctoral positions, either as postdoctoral research associates or as postdoctoral scholars, are renewable up to 4 years. Reappointment is not possible after 4 years. These positions require that you publish research as first author at the end of the appointment. Postdoctoral positions do not include any mandatory academic instructional service in the university.

Start locating academic opportunities through your professors and other academic advisors who are aware of opportunities in your field and of your ability. They might offer you access to a network of others in the field. In addition to personal contacts, there are publications and electronic access to academic positions.

Government Positions

Foreign-born individuals who are naturalized citizens qualify for federal employment. Federal job information can be accessed using a telephone, personal computer, or touch-screen computer kiosks located in cities throughout the United States.

To obtain information through the Office of Personnel Management (OPM), call the Career America Connection at 912-757-3000 (TDD service 912-744-2299). This service provides information on federal positions available worldwide, including salary, employee benefits, and recruitment as well as how to receive forms and other information packages. The service is available 24 hours, 7 days a week.

OPM's federal job opportunities electronic bulletin board can be accessed through a personal computer and modem at 912-757-3100. Job information can be downloaded, or personal information can be left on the system to receive applications and information packages. Electronic federal job listings are updated daily. E-mail should be directed to INFO@FJOB.MAIL.OPM.GOV.

A résumé may be attached to all federal job applications, or the OF-612 (Optional Application for Federal Employment) can be used. Some jobs may require a special format; in such cases, it will be indicated in the job announcement.

If your application is not made using the OF-612, you must provide the following information when applying for a federal position:

- position information, including job announcement number, title, and grade;
- personal information, including full name, mailing address, zip code, and two telephone numbers (day and evening);
- Social Security number;
- country of citizenship;
- veterans' preference, reinstatement of eligibility, and highest federal civilian grade held (if you are a veteran);
- education, including high school name and location, college or university name and location, and degrees earned, with dates;
- work experience, including job titles, duties performed, accomplishments, employer's name and address, supervisor's name and telephone number, start and end dates of employment, hours worked per week, and salary (with a separate entry for each job); and
- other qualifications, including on-the-job training, other job-related skills, certificates received, licensing held, and honors and awards for special accomplishments.

Global Employment Opportunities

Globalization of economies and employment is a recent trend. Many boundaries have disappeared with developments in communication technology and the free migration of technical and professional individuals between countries. New markets and avenues are opening in the newly independent nations that were a part of the former Soviet Union. Asia and Eastern Europe need technical expertise and offer opportunities for growth. Developing nations of the world seek to catch up with the technologically developed countries such as the United States, Japan, and European nations.

These developments create opportunities for highly trained personnel who wish to work outside the United States. Seeking these positions takes more time and effort than it takes to find job opportunities in the United States. It is not a simple process. Many of these countries have high unemployment rates and do not have the trained personnel for the technological opportunities that are available. Many technologically trained professionals have left their countries because of lack of opportunities. There are challenges to be faced in seeking employment in a country outside the United States.

For many years, the academic institutions in the United States have opened their doors to citizens of all nations who seek higher education in the United States. There are second- and third-generation immigrants from some of these emerging nations who are now well trained and able to take their expertise back home. U.S.-trained technical personnel may be better equipped than some of their Japanese or European counterparts to serve in foreign nations because of their exposure to diversity in the workplace.

An assignment overseas may sound interesting and adventurous, but you must carefully evaluate what it involves and make a self-assessment. Find out whether you are a person who will be able to adjust to living in another country after years of education and training in the United States. Some factors to consider in overseas employment include level of technical skills, intercultural awareness, political sensitivity, language, and adaptability.

Technical Skills

In some assignments, many years of experience with technical skills will be required. Entry-level positions are rare in international assignments unless you are returning to your country of origin after obtaining an education in the United States. In such cases, the potential employer will probably have had some previous contact with you in your field of study or an area that is required in your home country.

Intercultural and Political Awareness

It takes an individual who is open-minded and receptive to accepting other cultures and beliefs to be able to live and work in another country. Adapting to life in another country is an ongoing learning process. It requires good humor, tolerance, and flexibility.

It is helpful to know something about international politics and the geography and economics of other parts of the world. You may need to get some insight into how your field is applied in different parts of the world. It is essential to have the innate ability to adapt and cope with a workforce in another country.

Language

Language may be an issue in some countries. In some international assignments, provision is made for learning the language. In some regions of the world, English is widely spoken, and lack of fluency in the native language does not pose a serious problem in the workplace.

Adaptability

Tolerance is a very important trait required in working overseas. Being able to work with the unfamiliar and tolerate differences is essential.

When a U.S.-trained individual takes an overseas assignment, the most common differences will be observed in the following areas: pace of life and work, management structure and style, attitude to change, workforce and work ethics, organizational structure, and value of time.

See Appendices II and IV for listings of resources if you are seeking global employment.

6. Site Visits and Social Interactions

The Technical Presentation (Industry)

A technical presentation will probably be a part of a site interview. A site interview will usually be a follow-up to an initial screening interview. The site interview is an in-depth interview in which your technical specialty and related skills will be

presented. In the technical presentation, your skills of presentation, as well as the technical content of your work, will be evaluated.

The impression you make at a technical presentation is vital to your success at securing a job. The presentation offers you a chance to show your technical competence as well as your communication skills. If possible, obtain some advance information about the audience and be prepared to answer their questions. It will be a further advantage if you have some information about the technical backgrounds of the decision-making individuals so that you can be well prepared for questions that might be asked. It is equally important to research the company. Knowledge about the direction of the company and its products will also put you in a position of strength in connecting your knowledge and abilities to the needs of the potential employer.

Your presentation need not be extensive and lengthy, and it should not include any confidential information that will jeopardize your current position or employer. You can make those conditions clear at the beginning of your presentation so that your audience is aware of your guidelines.

Your presentation should cover no more than three to five topics lasting about 30-45 minutes, with time for a few questions from the audience. Remember to highlight your accomplishments in the presentation. The material you use for the presentation should be well prepared; overheads should be uncluttered, and your information should be pared down so that the audience can absorb the major points and important items.

Anticipate questions based on your work, and be prepared to substantiate answers to questions that may be asked. At the same time, do not attempt to use more information than is necessary to answer a question. Listen attentively to questions asked by audience members. Your answers should be to the point, but make sure you fully respond to questions. Take questions from the audience in the order in which they are raised, and direct your response to the person asking the question. It is acceptable to ask the questioner whether you have fully answered the question.

Practice will improve your presentation. Record your delivery if you can, and listen to yourself. Ask friends or colleagues to act as the audience while you rehearse, and solicit their feedback on your performance. Practicing will also give you an idea of how long your talk will take. Following are some tips for your presentation:

- Obtain publications or videos on improving presentation skills, available through your public library or other sources.
- Practice your delivery; be organized, to the point, and clear.
- Introduce yourself, including your name, the institution at which you received your degree, and the topic of your talk.
- Briefly describe your research; indicate the objectives and goals of your research, how you reached them, and your results.
- Deliver your presentation with enthusiasm, confidence, and professionalism.
- Plan on a presentation lasting 30-45 minutes; make sure overheads or slides are uncluttered.

The site interview and technical presentation could be the final event before a decision is made regarding your hire. At the conclusion of your presentation, it is likely that some reference will be made concerning the next move toward a final decision. You can ask for a time frame and follow up if necessary.

Research Seminar (Academe)

Your research seminar takes approximately 45 minutes and should cover current research projects. Background material, techniques used, conclusions drawn, recommendations for future work, and types of support (including financial support) should be acknowledged. The problem under study should be concisely stated. Never lose sight of the fact that your audience will include people who are very knowledgeable in your field.

You will be required to present your proposed research at an academic interview based on a written proposal. The time frame needed to complete the work and your sources for support should also be included. Your work should be original, pertinent to the institution, and fundable by a supporting organization already identified. Again, practice and timing are important; see the section above on technical presentations for tips on preparation. It pays to invest time in the preparation and perfection of your presentation.

The Art of Dining

A site visit may include a meal or a social activity. Employers who take a candidate to lunch or dinner as a part of the interview are in a position to observe a candidate's social skills.

Rules of social etiquette vary throughout the world. Certain practices accepted in some countries may not be considered proper etiquette in the United States. Social etiquette is a broad topic and cannot be included in depth here. In addition to etiquette in the job interview and the workplace, it is useful to become knowledgeable about acceptable dining etiquette in the United States.

When you are invited to dine with a potential employer, he or she is the host. You may be asked for input on the selection of the restaurant; if you are new to an area, it may be better to leave selection to the judgment of the host. Some employers may have already selected a restaurant. Arrive on time. When you arrive at the restaurant, the maitre d' will lead the guests to their seats. Take your seat only after your host has invited you to do so, especially if it is a very small group. If your host is a woman, or if there is a woman in the party, it is impolite to walk ahead of her. If your coat needs to be checked, remember to tip the coat check person when you leave. It is acceptable to tip in the United States, whereas some countries in Europe and Asia do not permit tips to workers.

When ordering from the menu, await your turn. When you make a selection, it is acceptable to ask details about items on the menu. Be reasonable in your selections; do not order the most expensive item on the menu. If you have dietary restrictions because of religious beliefs or personal choices, you may ask for slight modifications in the menu. However, at a business meal, one should not take too long to decide because time is limited, and delays will inconvenience others.

At the beginning of a meal, wait until most or all of those in the party are served before you start to eat. If one or two in the party have to wait longer for their selection, it is acceptable to start your meal before it gets cold. During the meal, slouching or stretching across the table is impolite, and licking fingers is extremely distasteful.

Depending on the type of restaurant and the occasion, the table will be set with different kinds of flatware and glasses for the meal. If it is a formal meal with several courses, the appropriate cutlery and utensils will be arranged at your seat. There is usually a limit of three utensils of one type that could be placed on the table. If you have a four-course meal, there will typically be three forks at your place setting. The last serving will come with the utensils required. If a soup is served, use the spoon farthest from the plate.

For the main meal, start with flatware farthest from the plate and work inward. Bread should be placed on the side plate on your left. If there is no side plate, you may use a side of your dinner plate. Never use a knife to cut the bread. Break the bread and butter each piece as needed using the knife. The European practice is to use the fork in the left hand and cut food with the knife in the right hand. If you are a newcomer to the United States, it will be evident that the practice here is to use the fork in the left hand only to cut the food. The fork is then changed to the right hand for picking up food. You should not cut up your entire meal before placing the knife on the right side and picking up the fork in the right hand; cut only one or two bites at a time.

If something is not right during the meal, be gracious and try to ignore it if possible. A guest should never take responsibility for complaining about service. This will embarrass the host. If the host complains, it is acceptable. Refrain from drinking alcoholic beverages if you are on a site visit or official business. If alcohol is offered by the host, either abstain or make one drink your limit.

Good table manners during a business meal are an important part of social etiquette. Gestures of appreciation for a meal vary in different parts of the world. In the United States, the accepted way is to dine quietly. Do not slouch over your food; good posture at the dining table is as important as conversation. Drinks must be sipped and not slurped. The napkin must be on your lap and never tucked into your clothes. Use the napkin to blot; it should not be used as a washcloth or a handkerchief. If you have to leave the table temporarily, leave your napkin on the chair. During a meal it is not polite to reach across the table for anything you need. The proper way is to ask for it to be passed to you.

Dessert can be eaten with a fork or spoon. Remember to place your cutlery on the plate provided, never in the cup or bowl. The same rule follows for coffee served after a meal. However, if the restaurant serves coffee in a mug, it is acceptable to leave the spoon on the table mat, provided all the liquid has been drained from it.

When you are finished with your meal, the used cutlery should be placed together diagonally across the plate pointing from the upper left to the lower right. This also differs from the European practice of leaving the fork and knife in the six o'clock position. At the end of the meal, leave your loosely folded napkin on the side of your plate. If the plate is removed, you should place the napkin in the approximate center of your place setting.

When you are invited to a business meal, do not attempt to share or pay the bill. You are the guest, and the host company will take care of the cost. At the end of the meal when you leave the table, push your chair back into position.

Etiquette is defined as an accepted convention or set of rules in society, and good etiquette means being sincerely gracious. In different cultures with different cultural practices and demands, it is important to adapt quickly and effectively. The process may take time, but it is essential in seeking success in that land.

Resources for further information can be obtained through most libraries and book stores. See the Bibliography for resource material.

7. When You Have a Job Offer

Negotiating a Salary

The salary is usually discussed when a job offer is made to a candidate. For some entry-level and mid-level positions, employers may indicate a salary range in the job ad or during an interview. Without an offer, there is nothing to negotiate. Remember that salary is not the only consideration in determining a reasonable remuneration package. Benefits must also be taken into account. Some benefits account for more than money in the bank. There are various types of benefits, and sometimes several options are offered to the employee.

Whether you are considering your first position in the United States or seeking your first position after graduation, attempt to evaluate what you can negotiate before accepting the terms and conditions offered to you. If a position was found through networking, you may have some idea of the salary. At an interview, the interviewer may have given you that information. If the position was found through a recruiter, the recruiter will have the salary information.

Some factors that will affect your negotiating power are as follows:

- Length of time the position has been available. If the position has been open for a long time, it could be to your advantage as an applicant.
- Number of candidates. If the number of candidates selected for interviews is unusually high, this indicates a plentiful supply. If the interviewer mentions only a few, you could assume that as a potential hire, your negotiating power is a little stronger.
- Needs of the company. If the company needs to fill the position quickly, it will probably be eager to offer a good deal to get the right candidate soon.

Pay attention to the employer at the conclusion of an interview; he or she may mention the quantity and quality of candidates that are short-listed for interview. Or a mention could be made about a few other strong candidates at some other time in the conversation. This type of information is important in planning your negotiations for salary and benefits.

Your Salary Needs

ACS publishes an annual salary survey indicating salary based on degree, geographic location, years of experience, and field. You may call the Department of Career Services to obtain this information when an offer is under consideration or before you proceed to seek a position. Pay careful attention to the benefits package. A good benefits package costs an employer an additional 30% of the gross salary.

The cost-of-living considerations may be evaluated based on the city-by-city index produced by the American Chamber of Commerce Researchers Association for participating cities. These figures are updated quarterly and reflect the cost of housing, transportation, health care, and other consumer needs. The figures do not include information on taxes.

You need to determine your salary needs before beginning such a discussion with a future employer. Expectations should be reasonable from both the employer's and your own viewpoints. With the guidance of the ACS Salary Survey and the location of the position, you should establish a minimum salary that you will accept, a midpoint, and the highest figure you will realistically be able to command for your qualifications and experience. Do not disclose your minimum salary to an employer. It is simply a guideline for you to use in evaluating an offer.

If you are relocating, factors in addition to gross income must be considered. Pay careful attention to state taxes and, if applicable, local income taxes. Some states have additional taxes on personal property. High sales taxes will drive your living costs up. If a new position offers lower cost of living and a modest salary increase, a new job with a move may provide you with more disposable net income. A move usually comes with some increase in gross income.

The home-buying power based on your income in a new city may be drastically different from your present situation. If you own a home in your present location, consider the market and foreseeable resale losses as well as the cost of sustaining another mortgage pending a sale. Not all employers offer relocation assistance.

If a job offer is in the middle of or close to your annual salary review, take this into consideration in determining your salary needs. You may not qualify for a raise for which you worked in the previous review period. Determine when the first salary review is likely to take place in a new position. A potential employer will follow the progress of your salary increases to determine your annual percentage raises, which will also indicate your performance level.

Counteroffers

A word of caution must be stressed regarding counteroffers. In some cultures, if an employee is valuable and sought by other companies, a counteroffer to keep that person within an organization is considered prestigious for the employee. However, you must be cautious about such offers.

If you decide to move to another position, a counteroffer may be made by your current employer because the company has an advantage in keeping you for a specific purpose and very likely only for a specific time. There is no guarantee that you will not be replaced sooner or later. This is particularly true in the chemical industry, and moves must be made discreetly and cautiously, with no intention to renege.

The Benefits Package

Carefully examine the benefits package you receive with a job offer and compare it with your existing package. If you are taking your first job, you need to know what to look for. If you are a new immigrant to the United States, you need to understand the benefits that employers may offer. Fringe benefits are not mandatory, so there are no entitlements.

Benefits that may be offered with employment include relocation assistance, health insurance, company life insurance, pension plan, disability insurance, dental insurance, vacation, and sick leave. These may vary, according to the policies adopted by the individual companies or other institutions. Not all benefits are necessarily included in a package, but each benefit may offer several options.

If a job offer requires relocation, it is important to know beforehand whether the company pays relocation expenses for new hires. Some companies reimburse all expenses, and others offer a lump sum. In the case of reimbursement, the company will have guidelines that need to be followed. A lump-sum payment should be evaluated to determine whether the amount offered will be sufficient. In some cases, relocation expenses are not offered.

Other benefits may be offered, depending on the size of the organization and the company's individual policies. You may be entitled to discounts for goods and services offered by the company, legal assistance, education assistance, health and fitness programs, subsidized transportation, child care, the use of a credit union, and access to financial assistance.

Pay careful attention to the benefits package that is offered, particularly to health insurance and pensions. Do not necessarily be persuaded by an attractively low premium. Some employer packages may not cover families; you will need to check to determine whether dependents can be covered with an additional premium. Monthly premiums could be high if you have family coverage, thereby reducing your disposable income.

Benefits packages may or may not offer dental and eye care. You will need to examine your employer's package carefully. Health care outside of a good group coverage package can be very expensive for the individual to obtain.

Employers are not mandated to offer a company pension plan. Some employers may offer good pension plans as an option. If a company has a defined pension benefits plan, pension payments are based on years of service and the salary earned at the time of retirement. Usually, an employee is not entitled to pension plan coverage for the first year of service, and there is usually a minimum period of service before an employee is vested in an employer's plan. When the minimum service requirements are met, all years of service will be retroactive. Details of such plans will vary, depending on employer.

Retirement age for receiving Social Security benefits in the United States is 65, although in some cases there is an option to retire earlier, which affects the amount of pension income. You must ask for information and evaluate a situation carefully if an employer offers an option for early retirement. If you are not a naturalized citizen, check with an attorney about your retirement benefits.

In addition to pensions, some employers offer various before-tax and after-tax savings plans, and some match your contribution up to a stipulated cap. The percentage match by the employer will vary. If these plans are available through your employer, contributions to these plans will be useful in retirement. However, to be eligible to contribute, you must be with the company for a stipulated number of years. Inquire about these plans when discussing benefits at the time a job offer is made.

Evaluating Your First Job Offer According to U.S. Standards

For new immigrants, evaluating a job offer and making decisions regarding salary pose many challenges. It is necessary to evaluate a job according to U.S. standards. If you are applying for a job with a declared salary range, this situation will be much easier to overcome because the range will typically indicate a minimum, midpoint, and top of the salary scale. Usually, an employer will hire at a salary between the lowest point and the midpoint of the range.

In determining your salary needs, do not be confused with a direct conversion of your earnings in another country to that in the United States based on the foreign exchange rate. In the United States there are strict guidelines for minimum wages and fair wages for qualified personnel. You also need to realize that the cost of living in the United States may differ from that in your country of origin. There are several ways to determine your salary needs; the ACS Salary Survey will help to determine the salary according to your level of education and the location you are considering.

Be aware that your work experience in another country may not correlate exactly to the same level in the United States. A potential employer may not fully recognize all your years of experience in determining salary, although some consideration will be given to previous experience. For your part, do not entirely discount your previous experience in another country. In your eagerness to accept employment, do not undervalue your worth. Your starting salary will determine your future increases on a percentage basis. Accepting less than a fair salary will jeopardize your financial strength throughout your career.

Give careful consideration to your immediate and future financial needs in terms of housing costs, transportation, living expenses, and other basic needs to maintain the quality of life according to your expectations. It does not always follow that the quality of life you will be able to maintain in the United States will be higher than what you were used to in another country. Labor costs in the United States are high, and you must be prepared to expect a higher cost for services, although consumer items may be comparatively cheaper in the United States.

Seriously consider the location of the position. Geographically, there are vast differences in the cost of living. You should take into account your financial needs, including the cost of accommodations, property taxes, sales tax, general services, commuting time, and availability of good public education or the cost of alternative private education. Give some thought to future expenses as well.

Carefully study the benefits package offered, particularly health insurance and pensions. Unlike some countries that offer national health programs to individuals and families, in the United States, health care is largely dependent on the package that is offered by an employer. Some employers offer very good subsidized programs for health care; others will not cover dependents, and you will need to pay extra premiums for their coverage.

Some employers offer pension plans as an option. Details of such plans will vary, depending on employer. Retirement age for receiving Social Security benefits in the United States is 65. In some cases there may be an option to retire earlier and receive a smaller pension at 55 years of age. If you are not a naturalized citizen, check with an attorney about your retirement benefits before you make plans to retire. If you have long years of service in the United States as a green card holder, be aware that your benefits will be significantly reduced even though you have contributed to benefits for several years.

An employer should put in writing all terms and conditions pertaining to a job offer. This will also be an opportunity for you to request information on company policies and conditions of employment. Verbal agreements should never be assumed to be binding. If you are privy to information from previous employment, whether in the United States or some other country, and if you have an agreement with a previous employer pertaining to trade secrets and proprietary information, this should be discussed if it is related to your impending employment.

In the case of scientists of exceptional ability and world acclaim who wish to continue inventions and research outside the scope of a regular job and duties or the facilities offered by the employer, it is important to clarify the position regarding the title to such inventions and or research. Remember that an employer has a right to the title of such work if it is done as a part of regular job duties and within the employer's facilities.

It is worth the expense to retain a labor attorney to examine your contract and determine whether all terms and conditions discussed have been included and whether there are qualifiers in the contract.

8. Adapting to a New Work Environment

Etiquette in the Workplace

Social skills play an important role in your personal image, in the workplace or any other environment. Respecting others' privacy, exercising tolerance, and treating all individuals with equal respect are very important.

Some basic skills that you will need to master include making introductions, general everyday manners, dining out, telephone manners, communication skills, and tipping. Within social expectations, there are rules based on gender, mainly for politeness, and those based on accepted practices.

Introductions

When an introduction is made, the norm is to introduce a lady to a gentleman. A person of lower rank or younger age is mentioned first in the introduction to a person of a higher rank or older age. Usually, only the first name is used in informal introductions, but it is important to know when the first and last names should be used. Business introductions often require both first and last names because an introduction can sometimes lead to a business relationship, and the first name alone has little value.

It is not always necessary to introduce a person by title or position. This should be handled appropriately, considering the circumstances of such an introduction. Handshakes generally follow introductions; usually, a woman, a more important person, or an older person offers the handshake first.

In a business meeting, the host always stands to greet a client, irrespective of gender, and does not sit until the client is seated. At the conclusion of a meeting, the host escorts the client to the door and holds open the door, irrespective of the gender of the two parties. Greetings must be pleasant and polite. Handshakes must be firm, not limp. The offer of a handshake must never be ignored.

Office Etiquette

Most companies do not have prescribed rules concerning office etiquette. They expect people to use their good judgment in dress code, etiquette, and employee behavior. Employees are expected to adopt the company style, observe those around them, and follow their lead.

Consideration for others around you is good etiquette. If a co-worker is unaware of offending another with a fragrance or a particular habit, it should be discussed in private. Better still, try your best to adjust to the situation yourself and avoid causing unnecessary discomfort to others.

You may have occasions to interact with individuals with disabilities during your work day. In some cultures, it is accepted practice to rush to their assistance—particularly if they have mobility impairments. In the United States, this assistance should be avoided unless a request is made. Let the colleague with a disability bring up and lead any discussion regarding his or her condition, and maintain any kind of open dialogue with respect.

It is also important that you give due consideration to your work environment. Be mindful that people share common areas, and your consideration and courtesy are important. You must also be aware of time. In many countries, the work pace is much slower than in the United States, where time is of the essence.

Office Attire

If you are not sure how to coordinate clothes and there is no one to consult, look through catalogs or magazines and study the types of clothes recommended as business attire. Observe and learn from your professional counterparts. It is important to dress for the occasion. If there are formal occasions in your workplace and you are from a country where the accepted dress is not appropriate for the United States, ask your colleagues for advice. Never make assumptions about how you should dress; always ask. If you find yourself underdressed or inappropriately dressed through ignorance, do not draw attention to it or apologize for it.

Appropriate footwear is as important as dress. Color coordination is also important. Colors in the office should be in tones appropriate for the working environment. With regard to grooming and accessories, be mindful of the place and occasion.

Planning for Career Success

When you find employment of your choice and have adapted to the environment, it is also important to plan for your career success. Although you may have been a resident in the United States for many years, you may be unfamiliar with some aspects of planning your career for the long term. If you are a new immigrant, the challenges will be even greater.

The work environment in America is different from other parts of the world. An employee typically changes jobs and employers several times during a career. Companies do not expect you to give them a lifetime of service. Whether you remain in the same company or change career paths, you must make yourself marketable. This is particularly important in today's tight job market.

Your promotions and career success in the United States will depend largely on you. You need to take charge of your career. An employer will not always recognize hard work as deserving a reward in the form of a promotion; and even if you are recognized as a valued and hard-working employee, circumstances beyond the control of your employer may prevent your career progress. Your career path could be affected by mergers, restructuring, and other corporate upheavals.

The "insurance" in such situations depends on your ability to keep yourself marketable. Never become so comfortable in your position that you sit back and await promotions and offers to come to you. You need to go beyond the technical qualifications for a position. Be reliable and dependable, and show integrity. Long-term professional relationships must be built during the course of your career. Good relationships with associates are an outcome of good interpersonal skills. Although it is important to take time to help others, the line must be drawn at taking over responsibilities for which others are accountable. Share experiences and communicate well.

Develop public speaking and writing skills, and look for opportunities outside your work and daily routine to enhance your professional skills. Get involved in selected professional and service organizations. Take time to become known and visible; volunteer time for special projects. If you understand the factors that will work to your advantage in the long run, your efforts will be rewarded and your career will be well managed.

Keep your technical skills current by staying abreast of developments in your field, and be familiar with emerging technology and innovations. Consider adding to your skill base by learning new areas, venturing into associated areas, and exploring other scientific disciplines. Science is not defined by clear boundaries, and your ability to interface in related areas will be of immense value over the course of your career.

Look for opportunities to cross-train in your workplace. There is no substitute for hands-on training and experience. However short term an opportunity may appear to be, something can be learned and a skill can be acquired that will stand you in good stead later. Volunteer projects can offer you the opportunity for exposure, learning, and broadening your experience.

Be flexible in your approach to all areas of your job. It is important to be able to work with what is available and to take a flexible approach to changes, unexpected situations, and challenges. Cultivate an ability to work in diverse teams with a mix of people of different ability and skill levels.

Above all, maintain your professional network and contribute to the network as much as you receive. Taking control of your career will undoubtedly reward you in the long run.

Bibliography

- American Chemical Society. *Current Trends in Chemical Technology, Business, and Employment*; American Chemical Society: Washington, DC, 1994.
- American Chemical Society. *Targeting the Job Market*; American Chemical Society: Washington, DC, 1995.
- American Chemical Society. *The Interview Handbook*; American Chemical Society: Washington, DC, 1995.
- American Chemical Society. *Tips on Résumé Preparation*; American Chemical Society: Washington, DC, 1994.
- Axtell, Roger E. *Do's and Taboos of Hosting International Visitors*; Wiley: New York, 1990.
- Beatty, Richard H. *The Complete Job Search Book*; Wiley: New York, 1988.
- Besson, Taunee. "Why a Scannable Version of Your Résumé Is a Must," *National Business Employment Weekly*, Jan. 21-27, 1996.
- Bliss, Edwin C. *Getting Things Done: The ABCs of Time Management*; Macmillan: New York, 1991.
- Drake, John D. *The Perfect Interview*; AMACOM: New York, 1991.
- Groban, Robert S., Jr. "The Immigration Act of 1990: An Employer's Primer of Its New Provisions," *Employee Relations L. J* 1991-92, 17(3), 357-82.
- Harris, Philip R.; Moran, Robert T. *Managing Cultural Differences*; Gulf: Houston, TX, 1991.
- Home Vision. "The Art of Dining," "The Business Lunch," "The Formal Dinner" (videos); Opera World: Concord, MA.
- Mazzei, George. *The New Office Etiquette*; Poseidon: New York, 1983.
- Medley, H. Anthony. *Sweaty Palms: The Neglected Art of Being Interviewed*; Ten Speed Press: Berkeley, CA, 1993.
- Post, Emily. *Emily Post on Etiquette*; Harper & Row: New York, 1987.
- Rivera, Miguella. *The Minority Career Boo*; Bob Adams: Holbrook, MA, 1991.
- Schermerhorn, John R.; Hunt, James G.; Osborn, Richard N. *Managing Organizational Behavior*; Wiley: New York, 1994.
- Schulman, Joel I. "Making Your Résumé Computer Compatible," *Today's Chemist at Work* **1995**, 4(8), 43-46.
- Siegel, Martha S.; Canter, Laurence A. *United States Immigration Made Easy*; Sheridan Chandler: Tucson, AZ, 1990.
- Trompenaars, Fons. *Riding the Waves of Culture: Understanding Cultural Diversity in Business*; Nicholas Brealey: London, U.K., 1993.
- Yate, Martin. *Knock 'em Dead: The Ultimate Job Seeker's Handbook*; Bob Adams: Holbrook, MA, 1994.

Appendix I: ACS Career Services

The ACS Department of Career Services (DCS) exists to enhance the economic and professional status of chemical professionals. To that end, DCS offers one-on-one career assistance, direct contact with employers, information about the chemical workforce, and information about trends and issues affecting employment.

DCS services fall into five categories:

- Career assistance
- Employment services
- Workforce analysis
- Publications and videos
- Workshops and presentations

These services are available to all ACS members, including full members and national and student affiliates. For more information or career assistance, contact ACS Career Services by calling 800-227-5558 or by sending e-mail to career@acs.org. To order any of the products listed below, call the ACS Member Services Center at 800-451-9190.

Publications

Academic Professional Guidelines

Career Transitions for Chemists

Careers for Chemists: A World Outside the Lab

Chemist's Code of Conduct

Coping with Job Loss

Current Trends

Professional Employment Guidelines

Salary Survey (published annually)

Starting Salary Survey (published annually)

Targeting the Job Market

Teaching Chemistry to Students with Disabilities

The Interview Handbook

Tips on Résumé Preparation

What a B.S./B.A. Chemist Should Consider Before Accepting an Industrial Position

What a Chemist Should Consider Before Accepting a Government Position

What an M.S./M.A. Chemist Should Consider Before Accepting an Industrial Position

What a Ph.D. Chemist Should Consider Before Accepting an Academic Position

What a Ph.D. Chemist Should Consider Before Accepting an Industrial Position

Women Chemists—A Supplemental Report on the Economic Status of Women Members (1975, 1980, 1985, 1990, 1995)

Videotapes

Career Transitions: Catalyst for Change

Developing the Right Picture: Résumé Preparation

Formula for Success: Turning Job Leads into Gold

The Essence of a Winning Interview.

Appendix II: Suggested Reading

Resources for Job Searching

- Beatty, Richard H. *Job Search Networking*; Bob Adams: Holbrook, MA, 1994.
- Beatty, Richard H. *The New Complete Job Search*; Wiley: New York, 1992.
- Bird, Caroline. *Second Careers*; Little, Brown and Co.: Boston, MA, 1992.
- Birsner, E. Patricia. *Mid-Career Job Hunting*; Prentice-Hall: Englewood, NJ, 1991.
- Colton, Kitty; Fetterolf, Michele. *The Hidden Job Market*; Peterson's Guides: Princeton, NJ, 1995.
- Connor, J. Robert. *Cracking the Over-50 Job Market*; PLUME: New York, 1992.
- Feibelman, Peter J. *A Ph.D. is NOT Enough*; Addison-Wesley: Reading, MA, 1993.
- Kennedy, Joyce Lain; Morrow, Thomas J. *Electronic Job Search Revolution*; Wiley: New York, 1994.
- Kennedy, Joyce Lain; Morrow, Thomas J. *Electronic Résumé Revolution*; Wiley: New York, 1994.
- Kent, George E. *How to Get Hired Today!* VGM Career Horizons: Lincolnwood, IL, 1991.
- Krannich, Ronald L.; Krannich, Caryl Rae. *Careering and Recareering for the 1990s*; Impact Publications: Manassas Park, VA, 1993.
- Krannich, Ronald L.; Krannich, Caryl Rae. *New Network Your Way to Job and Career Services*; Impact Publications: Manassas Park, VA, 1995.
- Lamplugh, Rick. *Job Search That Works*; Crisp Publications: Los Altos, CA, 1991.
- Logue, Charles H. *Outpace Yourself*; Bob Adams: Holbrook, MA, 1993.
- Matson, Jack V. *Effective Expert Witnessing*; CRC Press: Boca Raton, FL, 1994.
- National Association of Colleges and Employers. *Planning Job Choices*, Minorities Edition; NACE: Bethlehem, PA, 1995.
- Parker, Yana. *The Résumé Catalog: 200 Damn Good Examples*; Ten Speed Press: Berkeley, CA, 1988.
- Peterson, C. D. *Staying in Demand*; McGraw-Hill: New York, 1993.
- Petras, Kathryn; Petras, Ross. *The Over-40 Job Guide*; Simon & Schuster Trade: Bethlehem, PA, 1993.
- Rivera, Miguela. *The Minority Career Book*; Bob Adams: Holbrook, MA, 1991.
- Wendleton, Kate. *Through the Brick Wall: How to Job Hunt in a Tight Market*; Random House, 1992.
- Witt, Melanie Astaire. *Job Strategies for People with Disabilities*; Peterson's Guides: Princeton, NJ, 1992.
- Yate, John. *Cover Letters That Knock 'em Dead*; Bob Adams: Holbrook, MA, 1992.
- Yate, John. *Résumés That Knock 'em Dead*; Bob Adams: Holbrook, MA, 1988.

Resources for Self-Assessment

- The following books are designed to help the reader assess his or her skills and determine which values influence decision making. By examining these skills and values, the reader may make decisions that will lead to greater career satisfaction.
- Bolles, Richard Nelson. *What Color Is Your Parachute?* Ten Speed Press: Berkeley, CA, 1996.
- Covey, Stephen R. *The 7 Habits of Highly Effective People*; Simon & Schuster Trade: Bethlehem, PA, 1989.
- Feibelman, Peter J. *A Ph.D. is NOT Enough*; Addison-Wesley: Reading, MA, 1993.
- Koonce, Richard. *Career Power*; AMACOM: New York, 1994.
- Morrissey, George L. *Creating Your Future*; Berrett-Koehler: San Francisco, CA, 1992.
- Rivera, Miguela. *The Minority Career Book*; Bob Adams: Holbrook, MA, 1991.
- Stumpf, Stephen A.; DeLuca, Joel R. *Learning to Use What You Already Know*; Berrett-Koehler: San Francisco, CA, 1994.
- Tieger, Paul D.; Barron-Tieger, Barbara. *Do What You Are*; Little, Brown and Co.: Boston, MA, 1992.

Resources for Interviewing

- Drake, John D. *The Perfect Interview*; AMACOM: New York, 1991.
- Medley, H. Anthony. *Sweaty Palms: The Neglected Art of Being Interviewed*; Ten Speed Press: Berkeley, CA, 1993.
- Yate, Martin. *Knock 'em Dead: The Ultimate Job Seeker's Handbook*; Bob Adams: Holbrook, MA, 1994.

Resources for International Employment

- Bell, Arthur H. *Great Jobs Abroad*; New York, NY: McGraw-Hill, 1997.
- Hachey, Jean-Marc. *A Canadian Guide to Working and Living Overseas*; Ontario, Canada: Intercultural Systems/Systemes Interculturels (ISSI), 1995.
- Krannich, Ronald L.; Krannich, Caryl Rae. *The Almanac of International Jobs and Careers*; Impact Publications: Manassas Park, VA, 1994.
- Krannich, Ronald L.; Krannich, Caryl Rae. *The Complete Guide to International Jobs & Careers*; Impact Publications: Manassas Park, VA, 1992.

Lay, David; Leerburger, Benedict A. *Jobs Worldwide*; Impact Publications: Manassas Park, VA, 1996.

Appendix III: Resources and Services

Credential Evaluation Companies for Approval by the Immigration and Naturalization Service (INS) or for Employment

The following agencies will, for a fee, evaluate the curriculum of an educational facility abroad to determine an equivalent in the United States. ACS is not responsible for the customer service provided by these companies. The information is provided only as examples of such services.

Education Credential Evaluators, Inc.

PO Box 92970

Milwaukee, WI 53202

Phone:

414-289-3400

International Consultants of Delaware, Inc.

109 Barksdale Professional Center

Newark, DE 19711

Phone: 302-737-8715

International Education Research Foundation Credentials and Evaluation Service, Inc.

PO Box 24679

Los Angeles, CA 90024

Phone: 310-390-6276

The Knowledge Company

10301 Democrat Lane, Suite 403

Fairfax, VA 22030

Phone: 703-359-3520

tkc@ari.net

<http://www2.ari.net/tkc/tkc.html>

World Education Service, Inc.

PO Box 745, Old Chelsea Station

New York, NY 10333-0745

Phone: 212-966-6311

Fax: 212-966-6395

Directories to Research Companies

One of the first steps in an employment search is to become familiar with companies that employ chemists. Numerous directories that supply this information are available in most libraries. Some of the directories are listed below with publisher and contact information (when available). In addition, see the "ACS Employment Outlook" published in *Chemical & Engineering News* every October. Also, *Resources for Career Management*, valuable information on career publications and online job searching, is available from the ACS's Department of Career Services.

American Consulting Engineers Council Membership Directory (ACEC, 1015 15th Street, NW, Suite 802, Washington, DC 20005). Members of this council are consulting engineers who run their own businesses.

America's Federal Jobs (JIST Works, Inc., 720 N. Park Avenue, Indianapolis, IN 46202-3431). A comprehensive guide to more than 300,000 new job openings each year in the federal government.

Best's Insurance Reports (Best Company, Ambest Road, Oldwick, NJ 08858). Gives in-depth analyses, operating statistics, and financial data of more than 1300 major stock and mutual property-casualty insurance companies.

Chamber of Commerce Directories. Many chambers of commerce publish directories geographically restricted to the areas they serve.

Chemical Abstracts Service Author Index (American Chemical Society; call 800-753-4227 or 614-447-3731 for more information). Lists names of companies and their patents. Recent patents may provide indications of current research interests and/or future direction.

Chemical & Engineering News (American Chemical Society; call 800-227-5558 for more information). Lists a variety of science-related meeting programs that provide information about publishers and publications.

College Placement Annual Lists of Companies. Provides a description of specialty area and at what degree level hired. Only available through college/university placement centers.

Directory of American Research & Technology (R. R. Bowker, a division of Reed Elsevier, 121 Chanlon Road, New Providence, NJ 07974). Lists 13,000 U.S. and Canadian facilities found in corporations, universities, and independent labs active in commercial or applied research.

Directory of Chemical Producers (S.R.I. International, 333 Ravenswood Avenue, Menlo Park, CA 94025). Lists commercial chemical producers, including the products and plant location where they are produced.

Directory of Directories (Gale Research, Inc., 835 Penobscot Building, Detroit, MI 48226-4094). A guide to more than 10,000 business and industrial directories, professional and scientific rosters, directories, and databases.

Directory of Executive Recruiters (Kennedy Publications, Kennedy Place, Rte. 12 South, Fitzwilliam, NH 03447). Provides a list of major recruiters by company specialty.

Encyclopedia of Associations, Vol. I: National Organizations (Gale Research, Inc., 835 Penobscot Building, Detroit, MI 48226-4094). A guide to 14,000 national and international organizations of all kinds, purposes, and interests.

Individual Companies. On request, companies will provide annual reports or prospective stockholder information.

Job Hunter's Source Book (Gale Research, Inc., 835 Penobscot Building, Detroit, MI 48226-4094). Provides profiles of professions and occupations as well as information about companies.

Million Dollar Directory (Dun & Bradstreet, Inc., 99 Church Street, New York, NY 10007). A one-volume directory consisting of corporations with sales of \$1,000,000 or above.

National Directory of Nonprofit Organizations (The Taft Group, 12300 Twinbrook Parkway, Suite 450, Rockville, MD 20852). Lists more than 167,000 nonprofits in the United States with reported annual income of more than \$100,000.

National Trade and Professional Associations of the United States (Columbia Books, Inc., 1212 New York Avenue, NW, Suite 330, Washington, DC 20005). A compilation of key, current facts about 7000 trade associations, labor unions, and professional societies.

Reference Book of Corporate Managements (Dun & Bradstreet, Inc., 99 Church Street, New York, NY 10007). Lists directors and selected officers of 24,000 companies with annual sales of \$10 million or more and/or 1000 or more employees.

Research Centers Directory (Gale Research, Inc., 835 Penobscot Building, Detroit, MI 48226-4094). A guide to more than 12,000 university-related and other nonprofit research organizations established on a permanent basis and carrying on continuing research programs.

Standard & Poor's Register of Corporations, Directors and Executives (Standard & Poor's, 25 Broadway, New York, NY 10004). A three-volume guide to the business community providing information on public companies of the United States.

Thomas' Register of American Manufacturers (Thomas Publishing Company, 461 Eighth Avenue, New York, NY 10001). This 12-volume guide is useful in locating specific large- and small-product manufacturers not listed in Dun & Bradstreet or Standard & Poor's.

Value Line Investment Survey (Arnold Bernhard & Company, Inc.). Provides financial data on 1700 domestic and foreign companies.

Resources for Seeking International Employment

The following resources may help you secure a job in a country other than the United States. Names of helpful publications and/or contact information is given when available.

Career Systems International

PO Box 15788, Dept 1P-96/32

Philadelphia, PA 19103

International Career Information, Inc.

(a full-service publishing and placement service specializing in recruiting bilingual staff for multinational companies in Japan and other parts of Asia)

Attention: Student Service

Jersey City, NJ 07310

Phone: 800-859-8535 (toll free from United States)

E-Mail: editor@intcareer.com

International Employment Gazette

Phone: 864-235-4444

Fax: 864-235-3369

intljobs@aol.com

International Employment Opportunities (biweekly publication)

The Carlyle Corporation

1088 Middle River Road

Stanardsville, VA 22973

Phone: 804-985-6444

Fax: 804-985-6828

Overseas Opportunities for Educators

U.S. Department of Defense Dependent Schools

Recruitment and Assignments Section

4040 N. Fairfax Drive

Arlington, VA 22203

Phone: 703-696-3067

Peterson's Job Opportunities for Engineering, Science, and Computer Graduates (approximately 60% of the jobs listed are overseas opportunities)

Peterson's Guides

202 Carnegie Center

PO Box 2123

Princeton, NJ 08543

Résumé Broadcast International

Phone: 913-383-8261

Fax: 913-383-8028

E-mail: 102767.1412@compuserv.com

Resources for Continuing Education

These organizations may be able to provide resource materials about continuing education. Consult your local library for additional information.

American Management Association Extension Institute

PO Box 1026

Saranac Lake, NY 12983-9957

Phone: 800-262-9699

Fax: 518-891-0368

CareerTrack Publications ("Fresh Ideas—New Insights—Practical Skills" catalog)

3085 Center Green Drive

PO Box 18778

Boulder, CO 80308-1778

Phone: 800-837-4398

Fax: 800-788-5478

National Seminars Group

6901 W. 63rd Street

PO Box 2949

Shawnee Mission, KS 66201-1349

Phone: 800-258-7246 .

Appendix IV: Electronic Career Resources

These listings should not be considered a complete list of resources. Positions in chemistry may not be classified under a separate category. Please check for updates on the following Web sites. (The locations of some Web sites may change subsequent to publication.)

Employment Guides on the Web

Bernard Haldane Associates, <http://www.job-hunting.com>
Best Bets on the Net, <http://www.umich.edu/chdocs/employment/>
Career Action Center, <http://www.careeraction.org/>
Career & Educational Guidance Library, <http://www.uhs.berkeley.edu/careerlibrary/links/careerme.htm>
Career City, <http://www.careercity.com>
Career Inventory, <http://www.cweb.com/inventory/welcome.html>
Career Resource Center, <http://www.careers.org>
Catapult/NACE (site of the National Association of Colleges and Employers, formerly the College Placement Council), <http://www.jobweb.org/catapult/catapult.htm>
E-span Career Companion, <http://www.careercompanion.com>
Internet Sites for Job Seekers and Employers, <http://www.purdue.edu/UPS/student/jobsites.htm>
Job Smart, <http://www.jobsmart.org>
Riley Guide, <http://www.jobtrak.com/jobguide/>
Student Center, <http://www.studentcenter.com>

Online Job Listings

Academe This Week (from the *Chronicle of Higher Education*), <http://chronicle.merit.edu>
Academic Position Network, <gopher://wcni.cis.umn.edu:11111/>
Adams Online, <http://adamsonline.com>
America's Job Bank, <http://www.ajb.dni.us>
Career Builder, <http://www.careerbuilder.com/nsCS01.htm>
Career Magazine, <http://www.careermag.com/careermagazine>
Career Mosaic, <http://www.careermosaic.com>
Career Path, <http://careerpath.com>
Career Site, <http://www.careersite.com>
CareerWEB, <http://cweb.com>
E-Span, <http://www.espan.com>
Federal Jobs Digest, <http://www.jobsfed.com/fedjob4.html>
FedWorld, <http://www.fedworld.gov>
Internet Career Connection, <http://iccweb.com:80/employ4.html>
Monster Board, <http://www.monster.com/>
Online Career Center, <http://www.occ.com/>
USAJobs, <http://www.careersite.com>

Résumé Posting and Database Recruiting Sites

California Career and Employment Center, <http://www.webcom.com/~career/>
Career Magazine, <http://www.careermag.com/careermagazine>
Career Mosaic, <http://www.careermosaic.com>
Career Site, <http://www.careersite.com>
CareerWEB, <http://cweb.com>
Monster Board, <http://www.monster.com>
Online Career Center, <http://www.occ.com>
SkillSearch, <http://www.internet-is.com/skillsearch/index.html>

Researching Companies and Academic Institutions Online

EINet, <http://galaxy.einet.net/galaxy/Business-and-Commerce.html>
GNN Business Pages, <http://nearnet.gnn.com/>
Hoover's Online, <http://www.hoovers.com/>
JobWeb, <http://www.jobweb.org>

List of All Colleges/Universities and Their WWW Pages, <http://www.mit.edu:8001/people/cdemello/univ.html>
Researching Employers on the Web, http://www.jobtrak.com/jobsearch_docs/employer_lists.html
Thomas Register, <http://www.thomasregister.com>

Sites for Researching Geographic Information

Online Chamber of Commerce, <http://online-chamber.org/>
Salary Calculation, <http://www.homefair.com/homefair/cmr/salcalc.html>
Yahoo Regional, http://yahoo.com/regional/U_S_states/

Science- or Chemistry-Specific Electronic Job Listings

ACS Career Services, <http://www.acs.org>
ACS Job Bank, <http://www.chemcenter.org> (access from the ChemCenter home page through the Professional Services icon)
ACS's Younger Chemists Committee, <http://www.chem.ucla.edu/~deh/YCCHome.html>
Academic Chemical Employment Clearinghouse, <http://hackberry.chem.niu.edu:70/1/ChemJob>
ChemCenter, <http://www.chemcenter.org>
National Academy of Sciences, <http://www2.nas.edu/cpc>
National Science Foundation, [gopher://x.nsf.gov/11/NSF/vacancies](http://x.nsf.gov/11/NSF/vacancies)
Science Magazine, from the American Association for the Advancement of Science (AAAS), includes job listings from the two most recent issues, <http://science-mag.aaas.org:888/science/scripts/recruit/search>
Science's Next Wave, <http://www.nextwave.org>
The World of Chemistry, <http://www.chemsite.com/>

Sites for Federal Employment Opportunities

Employment of Noncitizens, <http://www.cybercom.net/~digibook/doc7.html>
Tips for Getting a Federal Job Quicker and Easier, <http://www.cybercomm.net/~digibook/tips.html>
Federal job vacancies: <http://www.usgs.gov/doi/avads/>, <http://www.usajobs.opm.gov/>

International Employment Listings on the Web

American Association for the Advancement of Science's *Science* magazine, <http://recruit.sciencemag.org>
Asian Career Web, <http://www.rici.com/acw>, <http://www.intercareer.com/>. Informational Announcements, <http://tile.net/listserv/icenl.html>
International Consulting, <http://www.keygroup.com>
The World Chamber of Commerce on the WWW—Global Network of more than 600 chambers of commerce, <http://www1.usa1.com/~ibnet/chamshp.html>
United Nations Jobs Newsletter <http://www.cuenet.com/archive/globalj/>
Worldwide Directory of Academic Recruiters, <http://www.mel.aone.net.au/thedirectory/>

Other International Employment-Related Sites

Biotechnology Companies (in the United States and abroad), <http://www.informatik.uni-rostock.de/cgi-bin/companies.pl?search>
Chemical Company Home Pages and Information about Chemical Companies, <http://www.careermosaic.com>, and <http://pages.prodigy.com/CT/jakiela/chemcomp.html>
EUROJOBS ONLINE: Job Search (specify search by country and keyword), <http://www.ibmpcug.co.uk/~belganet/jobs/jobrow>
Your Gateway to Opportunities Worldwide (Asia, Australia, Canada, Japan, U.K., Hong Kong, France, Spain), <http://www.careermosaic.com/cm/gateway/>, <http://www.careerasia.com/careermatch.html> (personalized career-matching service)