



2018 NONPROFIT CAREER RESOURCE GUIDE

Prepared by Students, Staff and Faculty of the Master of Nonprofit Administration at
University of San Francisco's School of Management

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I. Nonprofit Job & Internship Search Resources

Courtesy of Robert Williams, Amanda Tompkins & Louise Carroll

Job Search Websites:

1. Idealist - <https://www.idealists.org>
2. Indeed - <https://www.indeed.com>
3. Craigslist - <https://www.craigslist.org>
4. Chronicle of Philanthropy -
<https://www.philanthropy.com/jobs?cid=UCOPNAVTOP>
5. Work for Good - <https://workforgood.org>
6. National Council of Nonprofits - <https://www.careers.councilofnonprofits.org>
7. Network After Work <https://www.networkafterwork.com/>
8. Nonprofit Career Match - <http://careermatch.nptimes.com>
9. Common Good Careers - <http://commongoodcareers.org>
10. Bridgespan - <https://www.bridgespan.org/jobs>
11. Devex (development jobs) - <https://www.devex.com/jobs>
12. Encore (for baby boomers) - <https://encore.org>
13. Philanthropy Journal - <https://philanthropyjournal.org/jobs/>
14. USF Handshake - <https://usf.joinhandshake.com/login>
15. Social Service Jobs - <http://www.socialservice.com>
16. DRG Nonprofit Job Board - <http://drgsearch.com/current-searches/>
17. Philanthropy News Digest Job Board - <https://philanthropynewsdigest.org/jobs>

Internship Search Websites:

1. UC Berkeley Career Center -
<https://career.berkeley.edu/Nonprofit/NonprofitIntern>
2. Bay Area Volunteer Information Center - <http://www.volunteerinfo.org>
3. USF Handshake- <https://usf.joinhandshake.com/login>

4. Internship Programs - <http://www.internshipprograms.com>
5. The Presidio Trust- <https://www.presidio.gov/presidio-trust/internships>
6. Hands on Bay Area Volunteer Program - <https://www.handsonbayarea.org>
7. Stanford University MBA Job Board for Nonprofit Careers -
<https://www.gsb.stanford.edu/organizations/leverage-gsb/internships-experiential-learning>
8. Volunteer Match - <https://www.volunteermatch.org>
9. Coro Fellows Program- <http://coro.org/programs/coro-fellows-program/>
10. Greenlining Summer Associate Program-
<http://greenlining.org/leadership-academy/programs/summer-associate-program/>

Bay Area Nonprofit Recruiters

1. Randall: <http://www.randallsearchassociates.com/>
2. Leadership Search Partners: <http://www.leadershipsearch.com/>
3. Hirsh & Associates: <http://hirschassoc.com/>
4. Benny Goodman DRI consulting: <http://driconsulting.com/>
5. Oppenheim Executive Search:
https://www.moppenheim.com/?gclid=Cj0KCQiAw9nUBRCTARIsAG11eifgCmYE1tBPLxdKNpVAKv4lByHTDiTGKbOf2W tpM3d4toe1CZB5h8aAvpDEALw_wcB
6. Carlson Beck: <http://www.carlsonbeck.com/>
7. Cook Silverman: <https://cooksilverman.com/>
8. Susannah Sallin: <http://susannah-sallin.squarespace.com/>
9. Olive Grove: <https://theolivegrove.com/>

II. Graduate Career Services - Online Career Resources

Courtesy of USF Graduate Career Services

[Handshake](#) (Career Portal)

- Log into MyUSF and go to School of Management / Graduate Career Services
- Select Career Management Portal / USF Student Login (don't create a new account)
- Complete your profile, and personalize your [Handshake](#) experience to find jobs you want
- Check out Job postings & go to Resources to find resume templates and the online career tools below

Vault Career Library

- Intelligence tool to research careers, industries, companies, etc.
- Provides a list of top companies in each field, including company rankings
- See "A Day in the Life" under Professions. All Career Guides are FREE for USF students
- Access via [Handshake](#)

Career Leader

- Career self-assessment tool for students exploring business careers.
- See [Handshake](#) for instructions to register for account
- Take assessment test (1 hour)
- Use to explore careers, ideal work environments, compare your strengths with others in the same field.

GoinGlobal

- Comprehensive resource for students pursuing international careers
- Info on visa requirements world wide, job postings and H1B sponsoring companies. Access via [Handshake](#).

FirstHand Career Advisor Network

- 1:1 live Career Advice from professionals in your field, plus Webinar Library with 80+ titles
- Use to explore careers in different fields (marketing, consulting, finance, non-profit, etc.)
- Access via [Handshake](#) / Resources. Review the Career Network User Guide first for all instructions.

Beyond B School

- Web seminars on career skills (resumes, LinkedIn, interviewing, networking, etc.)
- Special portlets: Career Bootcamp & Foreign Student Seminars (register for an account to watch)
- Password will be send to your email. Access via [Handshake](#).

Additional Tools:

- **Interview Stream:** Mock interviewing practice. Access via [Handshake](#). Create an account with your USF email and select Career Services under “Location.”
- **Other Job Boards:** [Glassdoor](#), [BCorp](#), [Idealist](#), [eFinancial Careers](#), [The Nonprofit Times Career Match](#) and more via [Handshake](#).

III. Top Ten Career Tips

Courtesy of USF Graduate Career Services

TIP 1. Career Search Strategy

- Career development and management is about building a career and a life...not just finding a job. It's a life-long process.

TIP 2. Career Exploration / Self-Assessment

- Know yourself. Discover what you're good at *AND* what you're passionate about.
- What do you do that you can't help but do?
- Master telling SOAR stories to highlight accomplishments (Situation, Obstacle, Action, Result).

TIP 3. Career Transitions

- Do your research on careers, functions, day in the life, etc. to explore options.
- Match your transferable skills to those needed in your desired field.

TIP 4. Personal Branding / Targeting / Positioning

- What is YOUR brand? What do you want people to say about you?
- Develop a list of target companies that you want to pursue.
- Tailor your communications (elevator pitch, resume, LinkedIn) so they all consistently sell your "brand" and tell your story.

TIP 5. Networking

- Your network is bigger than you think. Remember family, friends, community, clubs.
- Master your elevator pitch and positioning statements so you can tell your story to anyone, anywhere, at any time!
- Use the SMART approach (Summarize your pitch/goals, present your Marketing plan, Ask questions, ask for Referrals and Trade information) when networking.
- Always have a strategy and ask open-ended questions at networking events.

- Master LinkedIn! Keep your profile updated, add contacts and post status updates to stay visible! Create a LinkedIn URL with just your name, no numbers.
- Use LinkedIn for research, connect with alums and informational interviewing.
- Research networking sites:
[Young Nonprofit Professional Network](#)
[LinkedIn](#)

TIP 6. Resume & Cover Letter Development

- Your resume is a MARKETING TOOL, not your autobiography. Show relevant experience. Proofread!
- Highlight your accomplishments, not just your duties.
- Create a professional email (yourname@gmail.com) to put on your resume.
- Keep letters brief, but highlight accomplishments. Don't just repeat what's on the resume. Customize each cover letter to the job description. Ask for the interview!

TIP 7. Successful Job Search Strategies

- Network, network, network!
- Use the 4-step integrated approach to job search (Define Career Goals; Do Research; Network; Apply).
- Look for jobs on your target company websites, not just job boards.
- Consult job boards for any job opportunities or projects, not just "internships."

TIP 8. Interviewing

- Request as many informational interviews as you can. It's one of the best ways to learn a lot and get your foot in the door.
- Do your homework before any interview (informal or formal). Read the *entire* job description. Read the 990.
- Learn the four types of formal interviews (phone screen, technical, behavioral and case) and typical questions that are asked for each.
- Use your SOAR stories to answer technical and behavioral questions.
- Practice case interview questions so you get comfortable with the process.
- Always be prepared to ask questions of your own.

TIP 9. Salary and Negotiation

- Do your homework! Research salaries for your desired job, level and industry.
- Money is important...but it's not always about the money.
- Be flexible and consider the entire compensation package.
- Create a "win-win" for you and the hiring manager.

TIP 10. Final Point

- Do what you love and what you're good at. It's the surest way to success!
- But be flexible and open to opportunities. You never know where they might lead!

IV. Career Exploration Resources

Courtesy of USF Graduate Career Services

Use the following suggested resources to conduct research on your chosen functional area and explore different career options. Note: This is only a selected list of resources.

Career Exploration - General

- [Career Leader](#): A self-assessment and career exploration tool for graduate management students. Provided free of charge for USF students.
- [My Next Move](#): A general career exploration and self-assessment tool offered by the U.S. Dept of Labor
- [Career Research Checklist](#): Tips for exploring careers
- [Career Resources Toolkit](#): Comprehensive toolkit to help with all phases of the career planning and career search process.
- [Beyond B School](#): (Access only via [Handshake](#) – Resources). Wide range of brief videos on all aspects of career search (goal setting, networking, LinkedIn, Interviewing, etc.). Longer videos are under the MBA Bootcamp & Foreign Student Seminar portals. (Note: you must register for a free account. You will be sent a password after you register. Be sure to select USF in the drop down box.)

Career Exploration - Industry and Occupation Research

- [Firsthand](#): (Consult the User Guide in [Handshake](#)/Resources FIRST). Offers: 1) *Career Advisor Network*, where you can talk for free with professionals all over the world about their careers, and 2) *Webinar Library* with 80+ webinars featuring first hand experiences of MBAs in diverse fields including consulting, private equity, corporate social responsibility and international development. Plus great videos on LinkedIn and interviewing, etc.
- [O*Net Online](#): Occupational Information Network (Detailed descriptions of different occupations and roles). Select “Find Occupations” on the home page.
- [Vault.com](#): Industries and Professions tab (Access via [Handshake](#) under Resources). Be sure to check out the “A Day in the Life” series at the bottom of the page.
- [What Can I Do With This Major](#): Comprehensive resource detailing possible career paths for over 77 different majors. While focus is on undergrad majors, career path suggestions are equally applicable for graduate management degrees. Includes overviews of each field, plus links to associations, occupational outlooks and other career information.

- [Wetfeet](#): An insider's look at career overviews of industries and/or functions, including typical roles, salaries, hours, etc. Scroll towards the bottom of the Articles page to find the overviews. Create an account to access more resources.
- [Devex](#): (create a free account first to access info): Information, resources and job postings on careers in international development

V. Networking Event Checklist

Courtesy of USF Graduate Career Services

Before the Event

1. Logistics

- Have the following information written down:
 - The companies and/or individuals who will be there
 - Date, time and location of the event
- Know the directions on how to get there and how long it will take
- Bring money / change for parking
- Bring a professional bag or portfolio (no backpacks or flashy purses).
- Include extra copies of your resume
- Notepad and pen
- Business cards
- Mints (especially if you smoke); NO gum
- Turn your cell phone ringer OFF (including the vibrate mode)

2. Research and Practice

- Review the list of companies and organizations that will be at the event and identify a few that you would be interested in speaking with.
- Visit the websites of these companies and organizations and find out what positions they have available.
- Prepare some questions you want to ask the employers.
 - What are the job requirements of the position?
 - What is the potential job growth at your company?
 - What is the application process?
- Practice your elevator pitch.
- Practice answering the questions that employers may ask you.
 - Why do you want to work for this company?
 - What is your previous work experience and education?
 - What skills do you possess?

3. Appearance and Presentation

- Do you know how you will dress / what you will wear?

- Research the company/industry etiquette and make sure your clothes and jewelry are appropriate.
- Are your clothes clean, ironed, and well-fitting (not too tight, not too loose)?
- Are your teeth, hands & fingernails clean?
- Is your hair clean, neat and well-groomed?
- Do not apply too much aftershave or perfume. Some people are very sensitive and allergic to scents.

During the Event

- Wear a nametag and make sure your handwriting is legible. Also write your school and academic program (ie: University of San Francisco, MNA 2018) under your name.
- Greet each person you meet with a firm (but not painful) handshake. It is not customary to hug or kiss.
- Make eye contact with each person you speak with to show your interest and enthusiasm.
- Be positive and pleasant in your speech and facial expressions.
- Show friendly body language: Be relaxed and sit/stand up tall (do not slouch). Do not cross your arms or fidget.
- Carry your food & drink in your left hand so you can be ready to shake hands when necessary.
- Don't talk with your mouth full!
- If you're not sure how to begin a conversation, start by briefly introducing yourself and then ask them some questions about the organization.
- Ask for business cards, if it is okay to contact them and if they prefer phone or email.
- Don't take up all the time of one person because there are other people waiting to meet them.
- In addition, you will want to meet other people. Once you have finished speaking with them, thank them and move on.
- Know when to give up. If the person does not seem interested, then thank them for their time and move on.

After the Event

- Keep track of the contacts you make while you are out networking. Follow up with each contact you met with an email (sample email below). You can attach your resume for their reference if appropriate.

- Keep in touch and follow-up on any potential opportunities whether it is a job or more people to meet.
- Request to connect with them on LinkedIn. LinkedIn is valuable for you to keep track of contacts when they leave one organization for another.

Sample Follow Up Email / LinkedIn Note

It was a pleasure to meet you at the XXX [Insert the Name of the Event] yesterday. XYZ sounds like a very[dynamic, innovative, etc.] company/organization and it would be great to learn if there are any potential opportunities to be a part of the team.

[Optional] After hearing more about XYZ and the xzy position, I believe that my skills and experience would be a good fit for the position.

As you suggested, I have submitted my application through the online system. I would appreciate any advice you could offer about how to follow up and make my application stand out. My resume is attached for your information. Thank you again for your time and I look forward to hearing from you.

Best,

John Doe

VI. Elevator Pitch

Courtesy of USF Graduate Career Services

An elevator pitch is a very brief statement that describes who you are, what you do, or what you are seeking. An elevator pitch:

- Typically lasts 15-30 seconds (the amount of time it would take to ride up an elevator)
- Enough to tell a little bit about you and leave an impression and request a follow up meeting
- Includes: Your name, expertise/area of interest, your skills and knowledge that you can offer

Here is an example of an elevator pitch:

Sample Scenario:

You are at a networking event and are introduced to the VP of Development for a nonprofit tech startup. She says, “So XX, what do you do?”

Sample Elevator Pitch:

“Hi! My name is XX, and I’m a graduate student at University of San Francisco. I’m excited to meet you because I’m very interested in marketing and mobile applications for nonprofits. Before I came to USF, I worked in development for a small nonprofit and was part of a team that launched a capital campaign to raise money for a new program site. I would love to talk with you further about your company. In fact, as part of my class, I need to conduct an informational interview with a development leader. Would you be interested in sharing your experience with me?”

VII. Informational Interview Guide

Courtesy of USF Graduate Career Services

Informational interviewing is one of the best ways to learn more about a particular company and/or industry. It is also a great way to network and meet people in the field. It is important to remember that an informational interview is an opportunity for you to learn and ask questions, but NOT to ask for a job. To set up an interview, **you** need to initiate contact with the professional through email or phone to set up a time to meet.

INFORMATIONAL INTERVIEW GUIDELINES

Here are some guidelines to help you set up an informational interview:

1. **Identify the job or industry that you are interested in and what you want to learn about.**
2. **Identify professionals whom you would like to interview.** You may want to connect with other MNA alumni, so join the MNA LinkedIn group and see if there are any alums who are in the field you are interested in researching.
3. **Schedule the interview by emailing and/or calling.** The following is a sample email that you can write to someone that you wish to have an informational interview with.

Dear Mr./Ms. XXXXX,

I hope this email finds you well. My name is (First and Last Name) and I am currently a graduate student in the XXXX program at the University of San Francisco. I was referred to you by XXXXX who XXXXX (briefly indicate how you know the person who referred you). I am hoping to learn more about the XXX industry and related careers. If you have time, it would be great if I can meet with you to learn more about your company and your career path. Please let me know if you have any availability. Thank you in advance for your time and help. I look forward to hearing from you.

Best, XXXXXXXX

4. The Interview: How to Prepare and What to Expect

- While this is not a job interview, you should still prepare and go to the meeting like it is one—*dress appropriately, be on time and be professional*.
- Research the company before the interview so that you have some understanding of the company and can ask helpful questions.
- Prepare a list of questions that you want to ask during the interview (list of suggested questions below), but also let the conversation flow naturally.
- Ask your contact if s/he can suggest other people who would be good for you to contact for additional informational interviews.

5. Follow Up

Write a Thank You email or card to your contact, acknowledging the person for his/her time and help.

POTENTIAL INFORMATIONAL INTERVIEW QUESTIONS

Below is a list of questions that you can consider asking during your informational interview. It is also a good idea to come up with some questions of your own based on your research of the company and what you specifically want to learn. You may want to begin by asking how much time your interview subject has available for your meeting; narrow down the following questions based on how much time you've been allotted.

1. What is a typical day like for someone in your position?
2. What part of this job do you find most satisfying? Most challenging?
3. What about this work/industry interested you and how did you get started?
4. What skills, training and education is required for this type of work?
5. What personal qualities or abilities are important to being successful in this job?
6. What kind of jobs and experience have led you to your current position?
7. What kind of jobs (entry level or mid-level) are best for learning and preparing for this field?
8. What opportunities for advancement are there in this field?
9. How do you see jobs in this field changing in the future?
10. Is there a demand for people in this occupation?
11. What advice would you give a person entering this field?
12. Which professional journals and organizations would help me learn more about this field?

13. What do you think of the experience I've had so far in terms of entering this field?
14. From your perspective, what are the problems you see working in this field?
15. If you could do things all over again, would you choose the same path for yourself? Why? What would you change?
16. With the information you have about my education, skills, and experience, what other fields or jobs would you suggest I research further before I make a final decision?
17. What do you think of my résumé? Do you see any problem areas? How would you suggest I change it?
18. Do you have recommendations of other people in this field who I can talk to? When I contact him/her, may I use your name?

VIII. Resumes & Cover Letters

Resume Guidelines Do's and Don'ts

Courtesy of Lee Hecht Harrison

DO's

- White/beige resume paper
- 8.5" x 11"
- Times Roman or Arial font
- 10 or 11 pt. font, black text
- White space
- Include accomplishments, not just job duties
- Include contact info (phone, email, City & State or region - e.g., Bay Area Resident)
- Include years of employment
- Include a summary statement (if making a major career switch)
- Past tense action verbs
- Write summary in 3rd person
- Periods at end of bullets
- Capitalize initial words in bullets
- Include technical experience
- Proofread, proofread, proofread
- Include total years with company as well as years for each position
- Include keywords that highlight your experience and qualifications as well as those that match industry terminology
- Have a pdf and Word version
- Use only words needed to convey the message—you can fill in the blanks in the interview.

DONT's

- Color paper
- Include personal info
- Use personal pronouns ("I" or "we")
- Include an objective
- "References Available Upon Request"
- Include months of employment
- Use too small font or narrow margins
- Exceed 10-15 year work history

- Exceed 2 pages
- Use multi-colored text
- “Responsible for....”
- List high school
- Use parenthesis
- Use staples
- List salary requirements or history
- Write long paragraphs for each bullet

DEVELOPING ACCOMPLISHMENTS

Courtesy of Lee Hecht Harrison

Accomplishment statements prove that you have the desired qualifications through clear, strong statements of accomplishments, rather than a statement of potentials, talents, or responsibilities. The key is to keep these statements as short and direct as possible.

You will want to have bulleted accomplishment statements under each position that briefly and succinctly state what you achieved while you were in your various positions. This part of the resume has proven to be important since it demonstrates the measurable and quantitative impact you had on an organization, distinguishing you from other persons with similar qualifications. It also creates an opportunity for Hiring Managers to ask questions on subjects in which you know a great deal of information.

To help you decide what your accomplishments were, ask yourself the following questions, and think of specific examples in response:

1. Did I meet or surpass standards for speed or accuracy? (Use actual numbers to back this up.)
2. Did I consistently meet deadlines for key reports? (What might have happened if the reports were late?)
3. Did I fill in for a supervisor in his/her absence?
4. Did I help reduce turnover?
5. Did I call attention to a wasteful procedure? Did I suggest a solution?
6. Did I improve customer service or support the sales effort?
7. Did I put in a lot of overtime to finish a key project on time?
8. Did I save the company time or money in some way?
9. Did I point out the need for, or create a new report, manual, or procedure?

10. Did I help improve personal relationships in my department or between departments?
11. Did I receive any awards or letters of commendation?
12. Did I help keep an account by handling a difficult customer?
13. Did I solve a problem or take charge of an emergency situation?
14. Did I show leadership in a challenging situation?
15. Did I get promoted? Why? Within what timeframe?
16. What did I do to help others reach their goals?
17. What did I do better than my co-workers, and why was this an advantage to the company?
18. When did I influence the direction, efficiency, or productivity of my work?
19. When was I involved in a team effort that produced a specific result?
20. How did I increase sales, reduce costs, save time or money?
21. Did I discover a need and fill it, or bring it to management's attention?
22. Did I achieve a goal by taking initiative and/or following instructions?
23. When did I show leadership in a challenging situation?
24. What was something I created or built, or an idea I developed?
25. When did I solve a problem or take charge of an emergency situation?

DEVELOPING YOUR ACCOMPLISHMENT STORIES

Courtesy of Lee Hecht Harrison

In today's job market, it is important to know your skills and be able to find positions that require those skills. An excellent guide for developing accomplishment stories that showcase your skills is called SOAR. Your SOAR stories put your accomplishments in a business context that an employer can understand. And the SOAR acronym is easy to remember and will help you organize material in interview situations.

Situation - Describe the Situation

Obstacle - Describe the Obstacles you faced

Actions - List the Actions you took

Result - Describe the results you helped obtain and the benefits to your employer.

Example:

S - Supervisor needed small database set up to automate manual records and calculate costs

O - Lack of knowledge in spreadsheet or database applications

A - Took online training, asked for coaching from a colleague to set up spreadsheet

R - Completed and used the new database in a spreadsheet format reducing recordkeeping and calculation time by 80% from previous manual method.

It's Not Just *What* You Did, But How *Well* You Did It!

The SOAR approach works because it...

- Presents a complete story, from the context through to the results.
- Is applicable outside your industry – shows your thinking process.
- You should have as many as 10-20 SOAR stories ready when you go in for an interview. These stories are great for open-ended questions.

ACCOMPLISHMENT EXAMPLES

Courtesy of Lee Hecht Harrison

- Slimmed down annual departmental budget by identifying various cost-saving measures, which resulted in ongoing annual savings of \$20,000 per year.
- Coordinated, resolved, and responded to 300-500 consumer emails in a 5-day turnaround, measurably improving constituent satisfaction.
- Researched and determined status of uncashed checks and created system to help track future unclaimed obligations, which resulted in initial savings of \$184,000 and \$20,000 annually.
- Streamlined interdepartmental operations on a continuing basis through knowledge sharing and continued focus on organizational mission.
- Prepared and presented training on computer system for 28 people, saving company \$51,000 annually.
- Implemented policies and procedures for auditing reports, increasing accuracy rate from 65% to 90%.
- Restructured 450 turnkey construction projects to insure completion on time and within budgetary limitations, reducing overall cost of project by more than \$2MM.
- Reduced complaint response time from 21 days to 7.

ACTION VERBS FOR ACCOMPLISHMENT STATEMENTS Courtesy of Lee

Hecht Harrison

accomplished	consolidated	explained	maintained	remodeled
achieved	contained	extracted	managed	repaired
acted	contracted	fabricated	marketed	represented
adapted	contributed	facilitated	mediated	researched
addressed	controlled	familiarized	moderated	restored
administered	coordinated	fashioned	monitored	restructured
advanced	corresponded	focused	motivated	retrieved
advised	counseled	forecast	negotiated	revitalized
allocated	created	formulated	operated	saved
analyzed	critiqued	founded	organized	scheduled
appraised	cut	generated	originated	schooled
approved	decreased	guided	overhauled	screened
arranged	delegated	headed up	oversaw	set
assembled	demonstrated	identified	performed	shaped
assigned	designed	illustrated	persuaded	solidified
attained	devised	improved	prepared	specified
audited	diagnosed	increased	presented	stimulated
authored	directed	indoctrinated	prioritized	streamlined
automated	dispatched	influenced	processed	strengthened
balanced	distinguished	informed	produced	summarized
budgeted	diversified	initiated	programmed	supervised
built	drafted	innovated	projected	surveyed
calculated	edited	inspected	promoted	systemized
catalogued	educated	installed	provided	tabulated
chaired	eliminated	instigated	publicized	taught
clarified	enabled	instituted	published	trained
classified	encouraged	instructed	purchased	translated
coached	engineered	integrated	recommended	traveled
collected	enlisted	interpreted	reconciled	trimmed
compiled	established	interviewed	recorded	upgraded
completed	evaluated	introduced	recruited	validated
composed	examined	invented	reduced	worked
computed	executed	launched	referred	wrote
conceptualized	expanded	lectured	regulated	
conducted	expedited	led	rehabilitated	

<p align="center">FIRST LAST Street Address, City, State Zip username@usfca.edu (XXX) XXX-XXXX Website or LinkedIn page</p>		
Education	<p>UNIVERSITY OF SAN FRANCISCO, SCHOOL OF MANAGEMENT Master of XXXX (add your program here) • XXX Club President (emphasize clubs or positions related to the job you're seeking) • Fellowships/Awards/etc. • Specific competitions, relevant courses, financial modeling methodologies, etc. related to the job you're seeking</p> <p>UNIVERSITY OF OREGON B.A. – Business Administration, Emphasis: Marketing (Online Relations & Social Media) • Scholarships, special awards, top x%, 100% self-funded education working 40+hrs/week, etc • Team Captain, Varsity Swim Team, Clubs, ROTC, etc. • There should be fewer bullets under your undergraduate section than your graduate section</p>	<p>San Francisco, CA Expected Month 20XX GMAT/GPA: X.X (if high>3.7)</p> <p>Eugene, OR 20XX</p>
Experience	<p>ABC STARTUP Business Consultant • Led <development> of X by <doing what> to <increase Y>, resulting in <adoption rates> by %. • Analyzed & forecasted 5-year profitability scenarios, representing North America, Asia and Europe. • Initiated quantitative studies to determine quarterly user adoption rates, using advanced statistical analysis for key clients such as Facebook, Square, Paypal and Genentech • Each bullet should cover a different area of responsibility that match the job description (examples could include: product development, analytics, P&L responsibility, marketing, level of leadership engagement, etc.) • Bullets should begin with an action verb ("Led", "Oversaw") and must be results (#, \$, %) oriented. • Mention names of clients and companies if appropriate and allowable. • Prioritize your accomplishments starting with one that gives the big picture or is most relevant to desired job.</p> <p>XYZ COMPANY Business Development Associate • Served as point of contact for mid-sized internet retail businesses with >\$500,000 revenue, managing client relationship requests and assisting accounts with better SEO positioning to increase traffic by X%. • In first year, increased client base by 10% for national team, by streamlining customer service functions. • Do not list the job description, but align your accomplishments with the job description. • No need to list every role held in the same company, if you worked your way up. Pick the highest ones.</p> <p>MAIN CORPORATION Online Sales Assistant • Utilized Excel modeling to prepare daily reports across sectors: marketing, operations, accounting, sales • Created spreadsheets and input data in order to analyze and provide recommendations that resulted in a reduction of excess inventory by 5% and unnecessary spending company-wide by 15%. • The further removed from experience, the few bullets you will probably utilize. Don't reiterate skills already mentioned unless results are more significant..</p>	<p>San Francisco, CA May 20XX-July 20XX</p> <p>San Francisco, CA June 20XX-May 20XX</p> <p>Mountain View, CA May 20XX-May 20XX</p>
Additional	<ul style="list-style-type: none"> • If you are an international student with permanent residency, put "Permanent U.S. Resident" • Honors/Awards, Certifications/Licenses, Publications, Professional Organizations, Volunteer Activities • Books, Blogs, Industry methodologies, etc that you follow, that relate to the job you're applying for • Language: Fluent Spanish, Conversational Mandarin (written, verbal, reading) • Technical Skills: Above and beyond standard MS programs AND applicable to your career choice (ex: MS Office Suite, Advanced Excel modeling, Access, Google Analytics, Google Adwords, Adobe Photoshop, SEO) • Professional Association Memberships • Interests/Hobbies: unique interests, types of travel, etc. Make them as specific and unique to YOU as possible. 	

Courtesy of USF Graduate Career Services

Professional Photo

(Optional-Check
country standards)

JANE LEE

No. 510, Zhongzheng Rd, Taiwan 242

Jane.Lee@usfca.edu | (415) 111-1234 | +886 1 2345 6789

Nationality: Taiwanese (Optional-Check country standards)

Date of Birth: July 1, 1990 (Optional-Check country standards)

Gender: Female (Optional-Check country standards)

Marital Status: Single (Optional-Check country standards)

Profile

A hard-working and motivated MBA student with proven communication, organizational and analysis skills, seeking a marketing internship. Looking to apply knowledge of strategic planning practices in a start-up environment.

Education**UNIVERSITY OF SAN FRANCISCO, SCHOOL OF MANAGEMENT**

San Francisco, CA

Master of XXXXX (add your program here)

Expected Month 20XX

- XXX Club (emphasize clubs or positions related to the job you're seeking)
- Fellowships/Awards/etc.
- Specific competitions, relevant courses, financial modeling methodologies, etc. related to the job you're seeking

GMAT/GPA: X.X

(if high>3.7)

NATIONAL TAIWAN UNIVERSITY

Taipei, Taiwan

B.A. – Business Administration, Emphasis: Marketing

May 20XX

- President - Marketing Club, Taiwanese Marketing Association
- Taiwan Ministry of Education Scholarship Recipient—May 2012

GPA: 3.7

Experience**ABC STARTUP**

San Francisco, CA

Business Consultant

May 20XX-July 20XX

- Led <development> of X by <doing what> to <increase Y>, resulting in <adoption rates> by %.
- Analyzed & forecasted 5-year profitability scenarios, representing North America, Asia and Europe.
- Ex: Initiated quantitative studies to determine quarterly user adoption rates, using advanced statistical analysis for key clients such as Facebook, Square, Paypal and Genentech
- Each bullet should cover a different area of responsibility that match the job description (examples could include: product development, analytics, P&L responsibility, marketing, level of leadership engagement, etc.)
- Bullets should begin with an action verb ("Led", "Oversaw") and must be results (#, \$, %) oriented.
- Mention names of clients and companies if appropriate and allowable.
- Prioritize your accomplishments starting with one that gives the big picture or is most relevant to desired job.

CHINA COMMUNICATIONS MEDIA

Taipei, Taiwan

Business Development Intern

June 20XX-Aug 20XX

- Conducted research to support business and marketing plans for new mobile gaming products. Contributed to expansion of product lines throughout Asia and increase in sales by 60%.
- Supported preparation of marketing presentations to two of the company's largest corporate accounts, resulting in increased corporate revenue and client expansion.

Additional

Languages: Fluent in Mandarin and English

Volunteer: Coordinated annual fundraising event for Save the Children. Raised \$10,000 in donations.

Interests: Enjoy global travel, drawing, reading, and cooking.

**References available upon request.*

WRITING COVER LETTERS

Courtesy of Lee Hecht Harrison, with edits by Amanda Tompkins

Unless you personally hand a resume to a prospective employer, a cover letter usually accompanies it. Every cover letter follows a general formula that can be adapted to the specific need.

Remember: Always thank the employer for his/her time and consideration.

SAMPLE OUTLINE OF A COVER LETTER:

Header (Your name, address, contact info)

Date

Address

Salutation (Dear Mr./Ms. Hiring Manager:)

In response to your advertisement on your website for an Associate Director of Development, I am enclosing my resume. I have been watching the growth of [Organization Name] with great interest over the past year, particularly the capital campaign efforts that have thus far raised \$1.5M.

Most recently, as a graduate student at USF, I studied fundraising and philanthropy, which provided me with a comprehensive education into current best practices for fund development.

[Organization Name] has built a reputation as a leader among mission-oriented organizations. Having proven myself to be a dedicated student and contributor to my community, I would like to bring my talents to your company, a company that rewards creative drive, solid execution and hard work.

I look forward to meeting with you to discuss in more detail how my background and qualifications can work for you. I appreciate your consideration and will call you next week to see when we might meet.

Sincerely,

Amazing Nonprofit Student

GENERAL OUTLINE OF A COVER LETTER:

Paragraph one: Explain why you are writing in a way that arouses interest. Display your knowledge of the reader's company or group.

Paragraph two: Briefly describe your qualifications and accomplishments and identify the relevant job title.

Paragraph three: Answer the question: Why should I hire you? Relate yourself to the company or group. (This paragraph may be omitted if you prefer a shorter letter.)

Paragraph four: Take the initiative, request action, ask for an interview, suggest a time to meet and tell the employer when you will call.

HIGHLY EFFECTIVE COVER LETTERS:

“Quintessential Careers: The 7 Elements of a Highly Effective Cover Letter” by Jimmy Sweeney© http://www.quintcareers.com/effective_cover-letter.html

Just like the late, great Rodney Dangerfield, the humble cover letter gets no respect either.

Job-seekers spend so much time and energy on their resume they've got nothing left to offer their poor, neglected cover letter.

Big... big mistake!

It is the well-written cover letter -- *not* the resume -- that can single-handedly land you more job interviews. The cover letter is your one chance to really market yourself to an employer using proven marketing strategies rarely found in the typical cover letter.

Conversely, there is only so much you can do with the traditional CV or resume. I believe the carefully crafted cover letter is more important to your job search success than any other written document including the resume.

Here are my seven elements of a highly effective job search cover letter:

1. **ADDRESS** your cover letter to a REAL PERSON! Do your best to find out TO WHOM you should address your cover letter. "Dear Manager" is lifeless.
2. **OPEN** with an attention-grabbing first sentence to really grip the reader. This approach will almost guarantee your cover letter and resume get a much closer look.

3. **REMEMBER -- Less is MORE!** The best cover letters have plenty of white space. Clear, focused, short and sweet gets the interview every time.
4. **FOCUS** on what you can do for the employer. How can you benefit the company specifically? Do a little research and relate this value-added simply and clearly in your letter.
5. **CHOOSE WORDS** that show **enthusiasm** and **passion** for the position you seek ... (*big, big secret!*) Then, carry this passion into the interview with you.
6. **REQUEST ONE ACTION** you want the employer to take: "I would really like the opportunity for a personal interview this week." (You never know until you ASK)!
7. **END** your cover letter with enthusiastic and telling verbiage, such as, "I look forward to being interviewed at your earliest convenience. Thank you so much for this opportunity. Sincerely, Jane Jobseeker." (Notice how Jane *assumes* she'll land the interview? This approach is clever, smart, and it works like a charm).

Think of your cover letter as a sales letter. The only purpose of your job-search cover letter is to land you job interviews. That's the bottom line.

You must get your foot in the company door first to have any chance at all. With the right cover letter, you can blow several doors wide open immediately. More job interviews translate to a wider range of opportunity and (drum roll, please) ... more job offers.

Finally, the most important advice we can offer you is this: Follow up every job lead, contact, and communication. Following up is the "golden key" to getting hired for the job of your dreams. Use follow-up cover letters, thank-you letters, and follow-up phone calls. Following up actually *doubles* your chance for success. It is also the one missing ingredient in 99 percent of all job seekers recipe book. Good news for you.

IX. LinkedIn

Courtesy of USF Graduate Career Services

LinkedIn is an essential tool for creating a compelling professional presence so you can network and be found by potential recruiters and hiring managers.

*LinkedIn now offers a range of tools to help you build your profile,
network and find a job!*

1. Tip sheets: See the following pages for tips:
 - LinkedIn Profile Checklist
https://university.linkedin.com/content/dam/university/global/en_US/site/pdf/LinkedIn_Sample_Profile_onesheet-David.pdf
 - How to Network on LinkedIn
https://university.linkedin.com/content/dam/university/global/en_US/site/pdf/TipSheet_NetworkingonLinkedIn.pdf
 - How to Find a Job or Internship on LinkedIn
https://university.linkedin.com/content/dam/university/global/en_US/site/pdf/TipSheet_FindingaJoborInternship.pdf
2. Videos: Click the video tab to watch two brief videos for tips on how to maximize your profile
 - LinkedIn For Students: Overview
https://www.youtube.com/watch?time_continue=2&v=YWp6AN00D_c
 - LinkedIn For Students: Top 5 Profile To-Do's
https://www.youtube.com/watch?time_continue=1&v=B8WZxYFaSml
3. LinkedIn Student Job Hunting Handbook – Three e-books that are super quick and offer a ton of guidance on everything from creating a great profile, to networking to finding a job!
https://university.linkedin.com/content/dam/students/global/en_US/site/img/StudentPublishMicroSite/pdfs/LNK_MM_JobSeeker_eBook_StudentEdition_Sec1_FINAL.pdf

X. INTERVIEWING

Courtesy of USF Graduate Career Services

INTERVIEWING REFERENCE GUIDE: TYPES OF INTERVIEWS

There are four main types of interviews and they serve different purposes for both the interviewer and the interviewee (YOU). While they are presented separately, you may find yourself having a combination of these different types of interviews, so you should be prepared to address all of them.

TABLE

	INFORMAL	FORMAL		
Type	Informational	Technical	Behavioral	Case
Phone / In person?	Phone and/or in person	Phone and/or in person	Mostly in person	In person
Focus of questions	<ul style="list-style-type: none"> Your background Your goals Their Career path Their Company Industry trends 	<ul style="list-style-type: none"> Specific, targeted Related to job duties and requirements Often used in phone screens 	<ul style="list-style-type: none"> Broad, situational Related to how you coped with various challenges/successes in the past or might cope in the future 	<ul style="list-style-type: none"> Business problem Guesstimate Brainteaser
Industries where used	All	All	Most industries	Finance (I-banking, VC), Marketing, Consulting, Technology
Purpose - Interviewer	Get to know you	Assess your competency in your functional area.	Assess your people skills, leadership skills, attitude, adaptability and "fit" with the team and/or company. The "airport test."	Assess your leadership, intelligence, critical thinking, analytical, quantitative, decision making skills and flexibility.
Type of interviewers	Anyone (Friends, friends of friends, colleagues, hiring managers, etc.)	<ul style="list-style-type: none"> Recruiters Hiring Managers Potential team members 	<ul style="list-style-type: none"> Recruiters Hiring Managers Potential team members Senior Leadership 	<ul style="list-style-type: none"> Hiring Managers Senior Leadership
Goal - Interviewee	<ul style="list-style-type: none"> Gather info Network ID hidden job opportunities 	<ul style="list-style-type: none"> Convince them of your competence Inspire confidence 	<ul style="list-style-type: none"> Demonstrate your leadership skills, ability to work well with people and adapt to change 	<ul style="list-style-type: none"> Demonstrate intelligence and understanding of business strategy
Your Strategy	<ul style="list-style-type: none"> Ask good questions Let the person talk Sell your skills Ask for referral 	<ul style="list-style-type: none"> Do your homework on company Sell your skills Link your skills with job requirements 	<ul style="list-style-type: none"> Use SOAR stories to illustrate accomplishments & ability to deal with challenges 	<ul style="list-style-type: none"> Review typical case questions and answers Study up on your field

SAMPLE INTERVIEW QUESTIONS YOU MIGHT BE ASKED

Below are examples of typical interview questions asked by the interviewer for each type of interview. *Note the addition of the “General” category which is often asked of all candidates.*

TYPE	QUESTIONS
Informational	<ul style="list-style-type: none"> • Tell me about yourself. • What can I do for you? • What are your career goals/plans? • Where do you see yourself in five years?
General	<ul style="list-style-type: none"> • Please share your three greatest strengths? • Please share your three biggest areas for development (weaknesses)? • Walk me through your resume. • Why did you leave that job? • Why are you interested in this position / this company? • Why should I hire you? • What was your role on that project? How did you impact the outcome?
Technical	<ul style="list-style-type: none"> • <i>HR</i> – Tell me about a change management project you implemented. Or: Tell me about your experience launching employee engagement programs. • <i>Marketing</i> – Tell me about your experience working on a branding initiative. Or: What steps would you take to help increase our penetration of the under 30 market? • <i>Finance</i> – Walk me through the steps you would take to conduct a portfolio analysis. Or: Tell me about your experience in risk management. • <i>Consulting</i> – Tell me about a consulting project you worked on recently. Describe the client’s issue, the analysis you conducted and the recommendations you made.
Behavioral	<ul style="list-style-type: none"> • Tell me about a time when you had to deal with a difficult person. • Tell me about a time when you missed an important deadline. • Give me an example of when you set a goal and were able to meet and/or exceed it. • Tell me about an accomplishment that you were most proud of? • Tell me about a time when you had competing priorities and were forced to prioritize your tasks. • How would your former supervisor describe you? • Tell me about a time when you failed. • Describe a situation in which you successfully influenced someone to see things your way. • Tell me about a difficult decision you’ve made in the last year.
Case	<ul style="list-style-type: none"> • <i>Business Case</i>: You are advising a regulated electric utility that wants to expand its unregulated business and start marketing solar panels to its residential customers. Is this a good idea? • <i>Business Case</i>: Your client is a motorcycle company whose stock price and revenue is declining, even though their sales volumes are the same. What is wrong and what would you recommend to fix the problem? • <i>Guesstimate</i>: How many pizza pies are sold in the U.S. every year? • <i>Brainteaser</i>: How many golf balls could you fit in a school bus?

INTERVIEWING STRATEGY: USING “SOAR” STORIES

When asked any kind of question where you are asked to describe your skills, successes or challenges, frame your answer using the following:

S – Situation (describe the Situation that you were in)

O – Obstacle (describe the Obstacle you encountered)

A – Action (describe the Action that you took to address the obstacle)

R – Results (describe the Results of your actions and how it helped the company)

Example: *Q: Tell me about an accomplishment that you are most proud of?*

A: When I worked at XXX company, I worked on a project to develop a marketing strategy for a small nonprofit (SITUATION). The company had very little money for marketing (OBSTACLE). I developed a social media marketing campaign, building Facebook, LinkedIn and Twitter pages and then began creating campaigns to engage the community. (ACTION). The nonprofit increased donations by 10%. The CEO was very impressed and decided to hire an intern to continue to work after my project ended (RESULT).

TOPICS TO AVOID ON THE FIRST INTERVIEW

TOPICS	WHY...AND WHEN TO ADDRESS
Salary	<ul style="list-style-type: none">• Never, ever discuss salary on the first interview.• If asked, deflect, stall or if you are pressed, offer a range. But be prepared to get an offer at the low end of whatever range you quote.• Wait until you get the offer to negotiate salary.
Benefits	<ul style="list-style-type: none">• Too soon to discuss benefits. Makes you appear to be interested in salary and benefits and not the job.• Review the company website for benefit info.• Wait until you get the offer to discuss benefits, including relocation.
Upward Mobility	<ul style="list-style-type: none">• Makes you appear to be less interested in the job you are applying for.• Wait until you have a second round interview with the hiring manager to discuss career paths.• Wait until you get an offer to negotiate professional development, training, conferences, etc.
Bad Past Experiences	<ul style="list-style-type: none">• Never speak negatively of a former boss or employer.• Interviews are not therapy sessions. Do not engage in extended discussions of why you hated your last job. BE POSITIVE.• If asked to discuss a situation where you failed, tactfully discuss where things went wrong and what you learned from the situation.
Your Weaknesses	<ul style="list-style-type: none">• Avoid extensive discussion of your weaknesses.• Present your “areas for development” in the best possible light.• Find ways to turn your weaknesses into strengths (e.g., your obsessive attention to detail can be presented as being super conscientious...and that you recognize that you do not have to be a perfectionist all the time.)

XI. Salary & Compensation Package Resources

Courtesy of USF Graduate Career Services

Discussing and/or negotiating salary and compensation package details can be a complex process during the interview stage of the job hunt. Below are some essential tips to help you navigate the tricky salary discussion, before, during and after the interview. Just remember, all negotiation carries risk.

Salary Calculator: Consult [Glassdoor.com](https://www.glassdoor.com) or [Salary.com](https://www.salary.com) to estimate salaries for your target company & position.

SALARY NEGOTIATION DO'S AND DON'TS

<https://www.livecareer.com/career/advice/jobs/salary-dos-donts>

- **Do** make sure you've done your research on the salary you should expect for the position you're seeking.
- **Don't** bring up salary before the employer does. And **do** delay salary negotiation for as long as possible (until you know exactly what the position entails).
- **Do** be aware of your strengths and achievements. And **do** be sure to demonstrate the value you'll bring to the employer.
- **Do** let the employer make the first salary offer. And **do**, if asked, say you expect a salary that is competitive with the market -- or give a salary range that you find acceptable.
- **Don't** inflate your current earnings just to get a higher salary offer.
- **Don't** feel obligated to accept the first salary offer. And **do** negotiate salary if the offer made is inadequate.
- **Don't** accept the first acceptable salary offer you receive if you're not sure about the job or the company, or plan to quit if another better offer comes in.
- **Do** thank the employer for the offer when it is made, but **don't** try to negotiate right after the offer is made. **Do** take the time to consider all factors before making any job offer decisions.
- **Don't** get overly aggressive in negotiating the salary you want.
- **Don't** just focus on salary. **Do** look at the entire compensation package.
- **Do** try to obtain other concessions (shorter review time, better title, better workspace) or benefits (bonuses, vacation time) if you aren't successful at negotiating a salary you want.
- **Don't** enter salary negotiations as part of an ego trip or part of a game.
- **Do** get the offer in writing.

TYPICAL COMPENSATION PACKAGE COMPONENTS IN THE U.S.

When the offer is made, be sure to evaluate the entire compensation package -- not just salary. Benefits can add up to 30 percent to your total compensation! Here are some commonly offered benefits, courtesy of

<https://www.livecareer.com/career/advice/jobs/job-offer-tutorial>

Insurance

- *Medical insurance.* Employers get a group rate, so even if you have to contribute part or all of the contribution, it still is cheaper than you could get on your own.
- *Dental insurance.* Not included in most (if not all) medical plans, so you may want this coverage. Gaining in popularity, and, again, often at a cheaper rate than you could get on your own.
- *Vision insurance.* Eye exams, glasses or contact lenses, and other eye-related issues are not covered by most medical plans, so you might want a separate plan.
- *Life Insurance.* Something we often don't like to think about it, but many organizations provide basic term life coverage, which you can add to, to provide more coverage for your family.
- *Accidental Death Insurance.* Especially for dangerous jobs, but really for any employee.
- *Business Travel Insurance.* If you travel a lot for the job, it's wise to have extra coverage, just in case.
- *Disability Insurance.* There are actually two kinds of disability insurance: short-term (up to six months) and long-term (beyond six months). You should really take advantage of this insurance.

Vacation / Holidays / Leave Time

- *Vacation Days.* Most organizations have a system based on level in the organization and years with the organization. Entry-level / new workers often start with a week or two of paid vacation.
- *Paid Holidays.* Most organizations also have certain holidays when they are closed for business and pay their employees for the day off (such as Thanksgiving, New Year's, Labor Day, etc.).
- *Sick/Personal Days.* Most organizations give employees a certain number of paid sick or personal days per year.

- *Overtime/Travel Premiums/Comp Time.* Many organizations offer some compensation for employees that work past normal hours -- whether when at the company or traveling on business.

Retirement

- *401(k) Plans / 403(b) Plans.* Pension plans are giving way to 401(k) / 403(b) plans, which are also a retirement vehicle. Money is contributed on a pre-tax basis, offering you both a savings plan and a tax break. Employers often match (or match up to some level) employee contributions.
- *Pension Plans.* Employer contributions that accumulate over time, but may also require you to be employed a certain period of time to be fully "vested" in the plan.

Education / Training

- *Tuition Reimbursement.* Organizations that want to encourage their employees to gain further education offer some form of partial or complete tuition reimbursement for formal classes & degree and/or certification programs.
- *Professional Development / Training.* Organizations will often set aside professional development funds to support attendance at professional conferences and training programs.

Health & Wellness / Dependent Care & Transportation

- *Health Club Memberships.* Some organizations get a group discount to health clubs and country clubs for their employees.
- *Healthcare Reimbursement / Flexible Spending Account.* Many organizations offer employees the option of contributing pre-tax dollars into a fund to cover healthcare expenses.
- *Dependent Care.* Some employers a plan for employees to deduct a pre-tax amount for care of dependents. Others subsidize (or even offer) child care.
- *Employee Assistance Program.* Free or low-cost counseling offered to employees for dealing with situations such as substance abuse and marital or family problems.
- *Parking, Commuting, Expense Reimbursement.* A perk that not many get, but some companies do offer various benefits related to commuting to the company.