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REPORT *Facts and Trends*

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Workplace Trends for 2012—and Beyond

The following workplace trends are changing American workplaces, according to *Entrepreneur*:

1. Mobile Devices. More employees are using their own electronic devices (iPhones, iPads, etc.) to do their jobs, instead of company-issued laptops and phones. **Many companies have concerns that these devices are not protecting confidential information and that they are being used by employees to play games such as Words With Friends or update their status on Facebook.** Some companies are establishing guidelines that restrict employees from using personal devices for company business.

2. Telecommuting. More companies are offering their employees the option to telecommute all or part of the time. **This is being done often in lieu of salary raises or improved benefits, and also to save office space.**

3. Open Office Spaces. Say goodbye to private offices as many companies devote more room to communal work areas and shared workstations.

4. Instant Communication. Email, which some consider the “snail mail” of electronic communication, **is being replaced by communication via Twitter, text messages, and social networks.**

5. Online Collaboration Tools. Web-based software (such as Chatter, Yammer, and Jive) is being used to “create private, Facebook-style networks that managers and employees can use to exchange messages or documents.” **Additionally, Web- and video-based conferencing will remain popular, and workers need to be proficient in these technologies.**

6. Web-Based Software. Employers are using more web-based or cloud computing tools to help workers collaborate and obtain information about company-sponsored health insurance and 401k accounts.

7. Reverse Mentoring. Some businesses are “establishing reverse mentoring arrangements where younger workers do the teaching, helping older workers master software, social media, and other modern workplace skills.”

8. Independent Contractors. **More workers are choosing to work as independent contractors in order to have more flexibility regarding work duties and hours.**

9. Co-Working Spaces. A growing number of home-based workers are using co-working spaces—dedicated areas outside the home that feature Internet connections, conference rooms, fax machines, printers, and other office amenities. These inexpensive work sites (OpenDesks is a major provider) offer workers the opportunity to get away from their homes and possibly make networking contacts or meet potential business partners.

10. Corporate Culture Initiatives. Some workers are seeking more than just a good salary and benefits from their employers. Companies are creating initiatives that “speak to the passions and practices of workers of all ages.” These include “going green or producing products in a more socially responsible manner, to allowing employees time off to perform community service work.”

(Entrepreneur, February 4, 2012)

Fast-Growing Career: Environmental, Health, and Safety Manager

An increasing number of companies are seeking to implement more environmentally friendly practices that protect the environment as well as address worker safety and overall well being. These efforts pay off in terms of good public relations and often help companies become more productive while creating healthier workplaces. Although companies began seeking greener approaches back in the 1970s, the career of environmental, health, and safety (EHS) manager at corporations did not emerge until the 1990s. **Increasing government regulation, improvements in green technology, and better data-collection and analytical tools are creating an increasing need for EHS managers.** According to NAEM, a professional association that promotes corporate environmental stewardship, **work as an EHS manager involves “creating a systematic approach to managing waste, complying with environmental regulations, or reducing the company’s carbon footprint,”** as well as taking measures to “address ergonomics, air quality, and other aspects of workplace safety that could affect the health and well-being of employees.” Many EHS managers have educational backgrounds in engineering or science. Visit NAEM’s website (www.naem.org) to learn more about this career.

(NAEM, www.naem.org)

Business Cards Still Have a Place in the Job Search

Business cards may seem a bit archaic in the era of LinkedIn and other technology-related job-search resources—like a horse and carriage compared to an Indy 500 race car. But job-seekers should not turn their backs so quickly on business cards, which are still important tools in the job search. Many software developers are creating apps to scan information from business cards into electronic files. And Moo.com, an online business card printer, printed 50 million business cards in 2011 and expects to double that in 2012.

Many people believe that business cards retain value because they allow users—unlike LinkedIn profiles—to express their identity and creativity, as well as serve as a tool of one-to-one

Minichart: Occupations Adding the Most New Jobs For Those With a Bachelor's Degree, 2010-20

The following jobs that require at least a bachelor's degree will add the most new jobs from 2010 to 2020, according to the US Department of Labor. Thirty percent are found in the computer and information technology industries, and 20 percent are found in education. Those who earn bachelor's degrees typically earn higher salaries than workers with just an associate's degree or high school diploma. In fact, 19 of the 20 jobs listed below offer salaries that exceed the national average (\$44,410 in May 2010) for workers employed in all fields. Here is a list of the top 20 careers:

Career	# of Jobs Added	Median \$\$\$	For More Information
Elementary School Teachers	+249,000	\$51,660	www.nea.org/home/29029.htm , menteach.org
Accountants and Auditors	+191,000	\$61,690	www.startheregoplaces.com , www.aicpa.org
Management Analysts	+157,000	\$78,160	www.aimc.org , www.imcusa.org
Software Developers, Applications	+144,000	\$87,790	http://computingcareers.acm.org
Software Developers, Systems Software	+127,000	\$94,180	http://computingcareers.acm.org
Computer Systems Analysts	+120,000	\$77,740	http://computingcareers.acm.org
Market Research Analysts/Marketing Specialists	+117,000	\$60,570	www.marketingresearch.org
Middle School Teachers	+108,000	\$51,960	www.nea.org/home/29029.htm , menteach.org
Network and Computer Systems Administrators	+97,000	\$69,160	www.npa.org , https://lopsa.org
Secondary School Teachers	+72,000	\$53,230	www.aft.org , www.nea.org
Medical and Health Services Managers	+68,000	\$84,270	www.healthmanagementcareers.org
Cost Estimators	+68,000	\$57,860	www.aspenational.org , www.aacei.org
Personal Financial Advisors	+66,000	\$64,750	www.fpanet.org , www.napfa.org
Information Security Analysts	+66,000	\$75,660	www.issa.org , www.gocsi.com , www.isfce.com
Sales Representatives	+66,000	\$73,710	www.manaonline.org , www.the-dma.org
Recreation Workers	+64,000	\$22,260	www.nrpa.org , www.aahperd.org/aapar
Training and Development Specialists	+62,000	\$54,160	www.astd.org , http://itrain.org
Public Relations Specialists	+58,000	\$52,090	www.prsa.org , www.iabc.com
Child, Family, and School Social Workers	+58,000	\$40,210	www.naswdc.org , www.cswe.org , www.aswb.org
Computer and Information Systems Managers	+56,000	\$115,780	http://computingcareers.acm.org

Source: US Department of Labor (USDL)

Salaries are for May 2010, courtesy of the May 2010 National Occupational Employment and Wage Estimates, United States from the USDL. More information on the above careers can be found in the new edition of the *Occupational Outlook Handbook*, which will be available at the end of March.

New Book on Careers in the Foreign Service Available

FSBooks, the book publishing division of the American Foreign Service Association (AFSA), has recently published *Inside a U.S. Embassy: Diplomacy at Work*, an excellent publication about careers in the U.S. Foreign Service. Rewarding opportunities in the Foreign Service are available at more than 265 diplomatic and consular posts. The book is a key resource for high school and college counselors and librarians who are seeking to provide students with more information on fascinating career paths in the Foreign Service.

Shawn Dorman is the editor/publisher at FSBooks. She is the associate editor of the association's monthly magazine, *Foreign Service Journal*, and the editor of *Inside a U.S. Embassy: How the Foreign Service Works for America* (2003; revised 2005) and *Inside a U.S. Embassy: Diplomacy at Work* (2011). Shawn is also a former U.S. Foreign Service political officer who served overseas in Russia, Kyrgyzstan, and Indonesia. She discussed *Inside a U.S. Embassy* and the career of Foreign Service officer with the editors of the *CAM Report*.

Q. Can you tell us about *Inside a U.S. Embassy*? What's new to this edition?

A. *Inside a U.S. Embassy: Diplomacy at Work* is an introduction to the Foreign Service and the diplomatic career and life, told through the perspectives of the practitioners. The 2011 edition of *Inside a U.S. Embassy* is the third, but it is actually a completely new volume with all new content.

The book takes readers inside more than 50 U.S. missions around the world, introducing Foreign Service professionals and providing detailed descriptions of their jobs and firsthand accounts of diplomacy in action. In addition to profiles of diplomats and specialists in different jobs—from ambassadors to consular officers, engineers to security agents—there is a selection from more than 20 countries of day-in-the-life accounts, each describing an actual day on the job. Personal stories from the field give a sense of the extraordinary challenges and rewards of representing America to the world.

Sections new to the third edition include a look at the Embassy Country Team and the way that different U.S. government agencies interact overseas, how a Foreign Service career is shaped, and how families navigate this unique lifestyle. The third edition also features a chapter on joining the Foreign Service, including a step-by-step guide to the hiring process and information on careers in all five foreign affairs agencies. Reader-friendly and concisely written, *Inside a U.S. Embassy* is a must-read for anyone considering a diplomatic career.

The book has been adopted for more than 50 university courses in the U.S. and abroad, and is also appropriate for high school students. More information and excerpts are available on our website at www.afsa.org/inside.

Q. What are the most important personal and professional qualities for Foreign Service officers (FSOs)?

A. FSOs must be honest, flexible and adaptable, and be team players. The Foreign Service doesn't generally work out well for the lone-wolf type, though independent and creative thinking skills are valuable in this career. Remember that, for

better or worse, you work for a large bureaucracy with layers of authority and protocols that must be followed.

It helps to be a good listener and able to read people well. It also helps to be outgoing and ready to engage with all kinds of people. Other than a high school diploma, the Foreign Service does not have particular academic requirements for joining (a college degree is not required, though a college education will probably give you a better chance of passing the entry exams and make you a stronger officer). It is an advantage to join the Service with a foreign language, but you will have opportunities for language training and also training for particular professional skills at various stages of your career. Many FSOs enjoy their time spent in training at the Foreign Service Institute—where you are paid a salary for learning.

To get a better sense of what the State Department may be looking for, review the 13 Dimensions, which are the qualities and skills the department is seeking in Foreign Service candidates and are considered in the examination process. These are: cultural adaptability, composure, initiative and leadership, judgment, objectivity and integrity, oral and written communication, resourcefulness, working with others, planning and organizing, as well as information integration and analysis (descriptions can be found at <http://careers.state.gov>). And then you might take a look at the six core competencies, which are also used in the hiring process and serve as the basis for evaluating and promoting FSOs throughout their careers. These are: leadership skills, managerial skills, interpersonal skills, communication and foreign language skills, intellectual skills, and substantive knowledge.

Q. What advice would you give to young people who are interested in becoming Foreign Service officers?

A. The Foreign Service can be an amazing and fulfilling career, as it provides an opportunity to see the world and participate in the foreign policy process rather than just read about it. But it can also be dangerous as well as frustrating, so learn as much as you can about the career before you sign up. This is not a career to enter lightly or on a whim, because it is not just a job, but a lifestyle. And the career has a direct impact on your family, so consider your family situation, the relationships that matter most to you and whether those relationships can survive and thrive with you in the Foreign Service.

The other piece of advice is that becoming a State Department Foreign Service officer is a marathon, not a sprint. It is highly competitive (on average, 2 to 3 percent of applicants get a job annually, and a majority have overseas experience), and can take several tries. Even a successful process can take more than a year to get through—think written exam, essays, evaluation panel, oral assessment, security and medical clearances—so always have a back-up plan, and continue to live your life while you try for this career. ●

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A career in the Foreign Service can be very rewarding, but not everyone is a good fit for this field. Shawn Dorman has been kind enough to provide a list of pluses and minuses about a career in the Foreign Service (see page 4). By reviewing the list, you will be able to tell if a career as a Foreign Service officer is a good match for your personality and skills.

A Foreign Service Career...In the Balance, by Shawn Dorman

PLUSES

Having the chance to serve your country and make a difference
 Witnessing history in the making
 Changing jobs every few years
 Having the chance to think and write about current world issues
 Traveling to amazing places
 The chance to live in off-the-beaten-path countries
 Diplomats are usually treated with high regard overseas

Access to important, interesting people

Wonderful colleagues, esprit de corps

Learning new things every day

You'll rarely be bored in a job

You gain a world perspective

Each assignment takes you into the unknown

You could be ambassador someday

Your spouse/partner can find unusual and interesting work opportunities overseas

Free housing overseas

The lifestyle encourages a close family

You have friends all over the world

You'll do things you never thought you'd do

You'll have amazing stories to tell

Foreign Service life is rewarding, challenging, and exciting

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MINUSES

Having to endorse policies with which you may disagree

History in the making can be dangerous

Changing jobs every few years

Often feeling that what you write goes into a black hole

Getting amazing illnesses

Actually living in off-the-beaten-path countries can be difficult

You belong to and represent the U.S. government 24 hours a day overseas; anything you say can be taken as an official statement

Most people want something from you

Some truly rotten managers

Things may never get totally comfortable

By the time you know what you're doing, it's time to move on

You no longer entirely "fit in" back home

Each assignment takes you into the unknown

You probably won't ever be ambassador

Your spouse/partner will probably not have consistent work and his/her career will come second to yours

You're on a government salary

You are far from extended family and old friends and will miss "being there" for important events

Your friends are always all over the world

There may have been good reasons for not doing some of those things

Not many people will want to hear them

Almost no one back home will understand your life and your work

communication and networking. Richard Moross, CEO and founder of Moo.com, believes business cards are successful networking tools because "they don't require batteries, experience no intercompatibility problems, require no sign-up, and everyone in the world understands them."

Here are some basic rules for creating business cards:

✓ **Include Key Information.** The card must feature key information such as your name, website address, and email and telephone contact information that will stay current for more than just a short time. You want the hiring manager to be able to reach you if he or she comes across your card six months or so down the line. Avoid childish email monikers such as "bigdrinker@gmail.com" or "wildchild@comcast.net."

✓ **Know Your Audience.** A "busy," highly creative card is most appropriate for those seeking jobs in the arts or at an advertising firm, not at a bank or an insurance firm.

✓ **One-Sided is Fine.** Some people fill both sides of the business card with information. Experts suggest just using one side, leaving the other side blank for the receiver to jot personal notes about your qualifications.

✓ **Weight and Texture are Important.** Using too light paper stock suggests that you are insubstantial; too heavy stock could just

seem odd. Compare your potential card to your friends' or classmates' cards to determine printing norms. Your printer can also provide good advice.

✓ **Skip the Gimmicks.** Transparent cards, pop-up features, etc. may be confusing to the hiring manager and take too long to explain. Use gimmicks only if they are easy-to-explain or self-explanatory.

(Bloomberg Businessweek, February 20, 2012)

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