

**2015 Mystery Job Seeker**  
**Boris Karloff disciple and veteran recruiter: Frank N. Stein**

Survey & Report Authors: [Gerry Crispin](#) and [Mark Mehler](#),  
co-founders [CareerXroads](#)

Many recruiters don't read.

Most of them don't write.

Fear not: This year's Mystery Job Seeker survey does not indict our educational systems but rather highlights basic failings in corporate recruiting.

The study featuring the fictional job seeker Frank N. Stein, found that many major companies do not carefully peruse résumés -- if at all. They treat candidates like the invisible man. Their methods for luring talent and making them feel wanted are not electric.

One in three companies in the study responded to Stein as if he were more than a character of fancy. This included a horrifying half-dozen who called or wrote him asking for further communication. Yes, six recruiters from organizations supposedly at the pinnacle in finding talent didn't look closely enough to know this was a fictional job seeker. It is worth noting here that we made Stein a somewhat unusual candidate, putting him on a self-imposed, six-month bicycling sabbatical prior to his job search.

Only two saw through our ruse.

To be sure, we give companies such as health services provider WellStar, credit for responding. At least, they provided closure to Stein's narrative.

Thank you for your interest with WellStar Inbox x  

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 **recruiting@wellstar.org** Apr 20 ☆    
to me ▾

Dear Frank Stein,

Thank you for your interest in the Talent Acquisition Consultant - Healthcare Recruiter - Windy Hill position at Enterprise Support. WellStar appreciates your interest in employment with us. For each open position, we receive many applications from talented and qualified individuals, like yourself. However, only a few candidates can be chosen to move forward to the next step of the selection process. We regret to inform you that you were not selected as a finalist for this position. We invite you to continue to review our job listings and apply for any current openings for which you qualify.

Job listings are available at our Career Center at <http://wellstarcareers.org>.

Sincerely,

WellStar Talent Acquisition

CareerXroads has produced the Mystery Job Seeker survey in 12 of the last 13 years. It is a dissection of the most fundamental aspects of corporate recruiting: the initial interactions between job seekers and employers, including the submission and processing of résumés. We create a fictional job seeker and submit his résumé to companies on [Fortune's 100 Best Places to Work For list](#). Such list stalwarts as Google, Deloitte, Wegmans, Goldman Sachs and LL Bean are considered models for their recruiting and other human resource practices. They influence companies worldwide.

We engage professional recruiters as volunteers to conduct the actual processing – there are many Frank N. Steins in our laboratory. Based on their experience, they answer a dozen survey questions and offer additional remarks when appropriate in a comments field.

The survey gauges the ease and efficiency of accessing information about an employer and applying for a position via company websites. We offer no rankings of these websites choosing to let the information to speak for itself. Job seekers know good from not so hot. So do companies.

CareerXroads focuses on company websites because they remain the most common entry point for sending résumés. That may change as more individuals apply for jobs via mobile applications. The most cutting-edge firms have been steadily adding resources to keep pace with this trend.

Here's the 2015 Mystery Job Seeker project by numbers:

- Stein received 238 responses. That total represents the combined number of replies from companies, headhunters and job boards, including Monster.com, which receives traffic via its contracts to source candidates for clients. We have questioned the appropriateness of unrequested résumé sharing and will do so again. What this means is that a document directed to one organization is being circulated to others without the job seeker's consent. We hold that job seekers should have control over the information they provide. Several companies sent more than one email.
- Twenty-eight companies said that Stein did not get the job.
- Six not-so-observant recruiters called or emailed Stein, including Stryker, which both wrote and called. It continues to shock us how many hiring professionals do not read through a résumé but rely on search engines to make selections. Job seekers should take heed and lard the top of their résumés with buzzwords. We do give Stryker credit for following up its call with a personal note. It showed an understanding that attentiveness and timely follow-ups are good policy in recruiting.

The Stryker logo is displayed in a large, bold, black, lowercase sans-serif font. A registered trademark symbol (®) is located at the top right of the letter 'r'.

Frank,

Thank you for your application to Stryker Req 4187BR: Recruiter! My name is \_\_\_\_\_ and I have reviewed your resume and am interested in speaking with you about our open Recruiter position.

\_\_\_\_\_

Please email me your availability over the next few weeks at your earliest convenience, including the best number to reach you. I am interested in learning more about your background and interests. Please include your time zone as to make scheduling more convenient. **You won't be able to reach me by replying to this message, so please be sure to use my email address (below).** If you could please refer to the Stryker Req 4187BR: Recruiter position in your email to me, it would be appreciated.

Thank you again, and I look forward to hearing from you!

## Two firms caught Stein, including the synthetic materials manufacturer Gore:

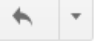
## Your "bogus" application for a job with Gore

Inbox x



Human Resources &lt;do\_not\_reply@invalidemail.com&gt;

Feb 23 ☆



to me ▾

Dear "Frank",

After reading too many uninteresting and unqualified resumes today, I came across yours and it got my attention. Good job!

Thanks for brightening my day:)

A few companies stood out for unusual and not necessarily laudable reasons.

- As it did two years ago, Goldman Sachs relied on a two-part process. When Stein applied for an HR position, he received an automatic response advising him that he had 24 hours to complete his application. We question why Goldman Sachs would require this second step and unnecessarily lengthen the application process.

## Register at GS Careers site

Inbox x



GoldmanSachsRecruiting@ny.email.gs.com &lt;GoldmanSachsRecruiting@ny.email.gs.com&gt;

Mar 28 ☆



to me ▾

Dear Applicant,

Thank you for your interest in Goldman Sachs. To continue the account registration process, please access the main registration page using the link below. Enter a user name, password and the email address used to register. You will have 24 hours to complete the registration process.

[https://careers.gs.com/psc/careers/EMPLOYEE/HRMS/c/HRS\\_HRAM\\_HRS\\_CE\\_GBL?chk=7cdf7c3e85d0cc9eb950ca60826e49606373da53d0a6ec22055b79a264503336&JobOpeningId=29150&JobPostingSeq=1&bid=5001](https://careers.gs.com/psc/careers/EMPLOYEE/HRMS/c/HRS_HRAM_HRS_CE_GBL?chk=7cdf7c3e85d0cc9eb950ca60826e49606373da53d0a6ec22055b79a264503336&JobOpeningId=29150&JobPostingSeq=1&bid=5001)

Note: This message was automatically generated. Please do not respond.

- Ohio Medical provided questions for a possible interview but did not offer a login for access to additional information.
- Bright Horizons asked Stein when he would be moving to California from his peaceful digs in Blackwood, N.J.

## Bright Horizons Recruitment Position

Inbox x



cellis@brighthorizons.com &lt;Enterprise@trm.brassing.com&gt;

Mar 24 ☆



to me ▾

Hi Frank,

Thank you for your interest in Bright Horizons. Please share your plan/timeline for relocating to California. I look forward to hearing back from you.

Thank you,

- A letter from a second recruiter at Bright Horizons gave him a reference number to track his application. We have long opposed the use of such numbers because they add an extra, unnecessary element to the recruiting process – and because no one remembers them.

Your candidate reference number - Bright Horizons.

Inbox x



**Bright Horizons** <donotreply@trm.brassring.com>  
to me ▾

Mar 19 ☆



Thank you, Frank Stein, for expressing interest in our organization.

We have successfully received your submission to the following position(s):

Recruitment Coordinator 20537BR

A system-generated candidate reference number has been created for you and may be useful to keep for your records. Your candidate reference number is: 3031996

Thank you.

*\* Please do not reply to this e-mail.*

## Our Illustrious List of Candidates

Frank N. Stein joins an illustrious list that has been bamboozling and unmasking recruiters since 2003. They include the original Mystery Job Seeker, the hard driving, Credit and Collections Supervisor Vinnie Boombotz. Boombotz was the first to find that companies weren't doing what they should be – or in many cases claimed to be – when it came to treating job seekers appropriately. Among others have been marketing assistant Gold E. Locks, environmental technician Jack Coostow, security systems programmer Chris Kringle and the pious accountant, Noah Z. Ark.

### **CareerXroads Mystery Job Seekers**

- 2003: Vinnie Boombotz, Credit & Collections Supervisor
- 2004: Gold E. Locks, Marketing Assistant
- 2005: Josh Randall, Recruiting Team Leader
- 2006: Ted E. Baer, Administrative Assistant
- 2007: Morris (M.R.) Goodbar, MBA Graduate
- 2008: James (Jim) Knee Cricket, Sales
- 2009: William B. Baggins, Accounting
- 2010: Jack Coostow, Environmental Technician
- 2011: Chris Kringle, Security Systems Programmer
- 2012: Charles Brown, Marketing Assistant
- 2013: Noah Z. Ark, Accountant

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**100 BEST**  
**COMPANIES**  
**TO WORK FOR**

## Jolting Companies to Improve the Candidate Experience

CareerXroads hopes that this ongoing exercise will light a torch for companies to make fundamental improvements. The Mystery Job Seeker's bride in this endeavor, the five-year-old Candidate Experience awards, offers additional motivation by honoring best practices in recruiting and other HR practices.

Whether they are besieged by too many résumés to handle them adequately or simply don't feel they need to, companies over the past 12 years have revealed a somewhat surprising inattentiveness. We say surprising because nearly every organization is quick to say that their success depends on the excellence of their workforce and that how they market to and recruit potential employees impacts quality. As the economy has improved, and employer-job seeker balance has shifted to the latter, the stakes have grown higher, too. Opportunities arise rapidly in the modern economy and companies cannot take advantage of them without talent in place.

## **A Problematic Unresponsiveness**

Companies are clearly not making essential changes. Consider the initial communications between companies and job seekers. These exchanges often leave the most enduring impression. Although more than nine in 10 companies acknowledged receiving Stein's application at the time of publication (a positive number), Stein had not heard back on his status from 66 of them – not an email or call. That means that only one in three companies bothered to update him on where he stood.

That's a howling oversight.

While we would have preferred that all of them had identified Stein, we preferred the yes and no responses Stein received to no reply at all. In the absence of a response, what is a candidate to infer except that an organization is either uninterested or too disorganized to muster up an answer? Such unresponsiveness sucks the blood from potential relationships.

Among other highlights of this year's survey:

- Six recruiters contacted Stein about scheduling an interview, a sign that companies are depending on automated systems triggered by key words rather than screening through a thorough reading. And make no mistake: We clearly identify ourselves at the end of the résumé. Our disclaimer read: *This is a CareerXroads Mystery Job Seeker. If you would like to know why we created this résumé you can contact us at [mmc@careerxroads.com](mailto:mmc@careerxroads.com) or (732) 821-6652. Congratulations if you have read this far as most recruiters will not.* (see résumé in Appendix A)
- Two in three companies posed only general screening questions. How do companies expect to earn the trust of their targets when they're making no effort to find out who's applied?
- Just one in three companies built a two-way dialogue with job seekers. We define two-way dialogue as simply one full exchange of communications between job seeker and employer following the employer's acknowledgement of receiving the application. And make no mistake: Companies should do much more than that. Organizations know that candidates want information and a sense that they are being treated as individuals not cogs in a wheel. They also understand that in the age of social media how effectively they communicate defines their brand.

Two years ago, our Mystery Job Seeker Noah Z. Ark faced a similar scenario. Ark heard back from about three in 10 firms to which he'd applied and received too little information about them. He found that companies were not rowing in the right direction when it came to servicing their candidates.

## **Not Entirely a House of Horrors...**

To be sure, there's some Dr. Jekyll in with Mr. Hyde -- small, encouraging signs of improvement in process. Companies are better at helping job seekers get to where they want to go:

- It was easier for Stein to navigate on web sites and to apply for jobs than it was for Ark. In more than a third of Stein's applications, he was able to navigate readily from home to careers pages and from careers pages to job listings.
- The time to apply for a position is shorter. On four in five occasions, Stein needed 10 minutes or less to apply.
- Companies are also doing a somewhat better job acknowledging a candidate's application, and even our ratings for branding ticked upward slightly. This is a continuation of a trend and reflects improvements in technology more than an attitudinal shift. Companies clearly have the ability to identify and respond to job seekers faster and through more channels than before.

## **...But Still Scary in Some Aspects**

There's ample room for improvement. We note:

- Just two of 100 companies nailed the Mystery Job Seeker.
- Companies that didn't respond to Stein's application within 90 days outnumbered companies that did respond by a three to one ratio.
- About one in five companies were bad or really bad at giving Stein a sense of why he should work for them.

Surprisingly in an age when companies have carved out positions solely focused on building their social media presence, the cause behind these issues seems to be a lack of will or effort. Why would companies not do what they need to when it knows that the results will be beneficial? Consider:

- Communication was problematic. Stein gave nine in 10 companies a minimal grade or goose egg for two-way communication. That was roughly the same as Ark encountered the previous year.
- He scored about half the companies a zero or barely above for how they presented content, including their use of social media.
- He said that three in four companies did little if anything to set expectations or offer closure on their application. If you're not connecting with people, or giving them useful information, how do you expect them to work for you? Moreover, how do you expect to build a strong employment brand?

## **Meet Frank N. Stein**

As has been our habit, we created a résumé that on quick glance was plausible and attractive. But just to be certain, we uploaded the résumé into a leading applicant tracking system to see if it would rise to the top in searches and subsequently tinkered with the terms until it did. Stein was not monstrous but instead a Cornell-educated, veteran recruiter with stints at pharmaceutical giant Johnson & Johnson and the executive search firm Russell Reynolds Associates. He possessed a firm understanding of recruiting technology and other important skills. After a year out of the workforce, half of which he spent on a self-imposed sabbatical

cycling cross-country, he sought a high-level corporate recruiting job. The year off seemed a reasonable scenario given today’s fluid work environment.

It was the first time in the history of the Mystery Job Seeker that we used an unemployed worker. We did so largely to see if the response would differ markedly for Stein than his forefathers. Having gone through being unemployed ourselves we have felt a definite employer bias against job seekers who find themselves on the unemployment line. Stein, on the other hand, did as well as our employed mystery characters in gaining recruiter interest.

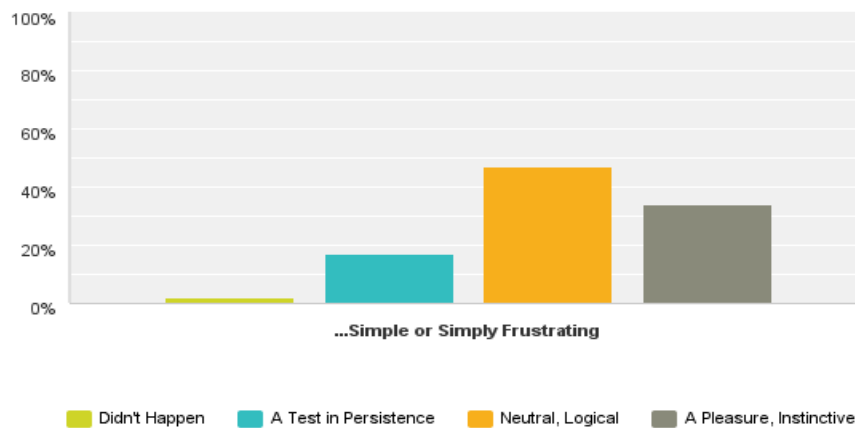
Six of the 100 firms wanted to speak with him. This is a remarkable number and debunks the notion of a résumé black hole for those who apply for a job without referrals or other outside help. It offers proof that a well-crafted résumé can draw a recruiter’s notice.

For the savvy readers, we gave Stein a few extra parts. Recruiters who looked closely would note that he won a Silver Bolt Award at J&J; started a Russell Reynolds’ division to recruit actors for horror films; and claimed Boris Karloff as a mentor. (See Appendix A for Frank’s résumé.)

Here’s the best news in this year’s survey: Companies’ resources for applying for a job online have improved. Stein found that in more than one in three cases, navigating with ease from the website home page to the careers page was a pleasure or instinctive. That was 19 percentage points higher – more than double – what Ark encountered two years prior. Of some concern, in almost one in five instances, Stein said that this navigation was tricky or didn’t happen. With the tools available today, why would any organization make simple online movement a chore? They need to return to the lab.

### Q2 Getting from the Company website's Home Page to Careers pages is...

Answered: 100 Skipped: 0

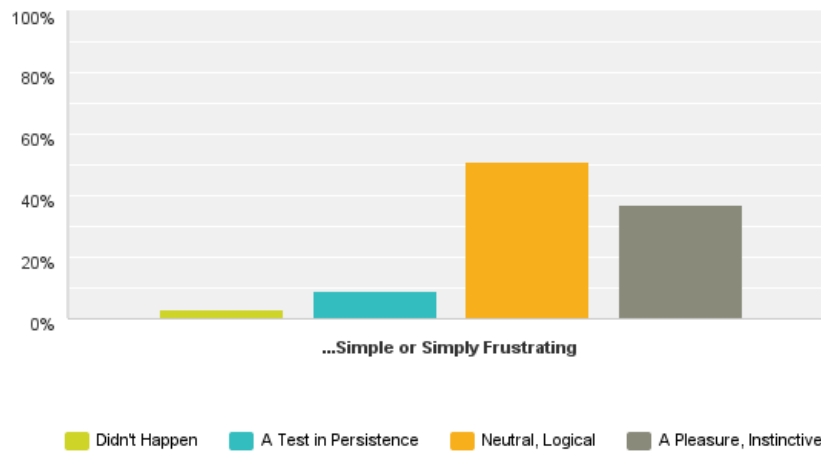


### Improved Navigation

Navigating from the careers pages to job postings was a pleasure or instinctive in 37 percent of the time, up from a measly 16 percent for Ark. The percentage of times that this was a test or didn’t happen also dropped from 17 percent to 12 percent.

### Q3 Getting from the Company Careers pages to the Jobs is...

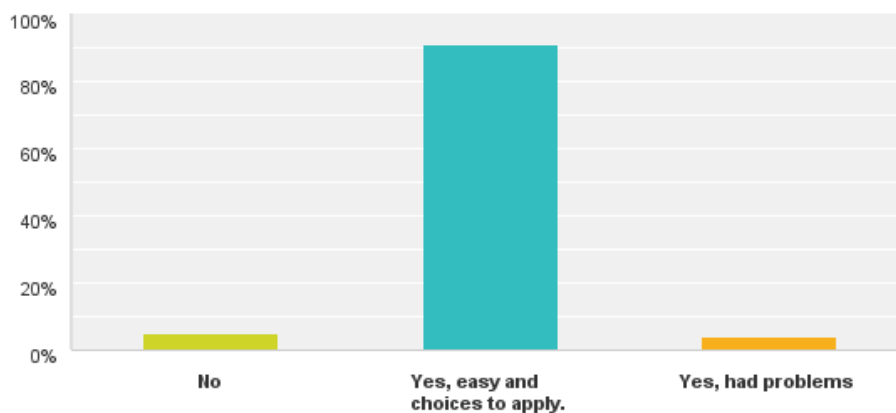
Answered: 100 Skipped: 0



Moreover, Stein could apply from the job description more than nine in 10 times, a 9 percentage-point rise. Stein complained of requiring a verification code on a couple of occasions. But Stein also praised one company: “Holy cow, this was easy,” he said.

### Q4 Were you able to click 'apply' from the job description?

Answered: 100 Skipped: 0

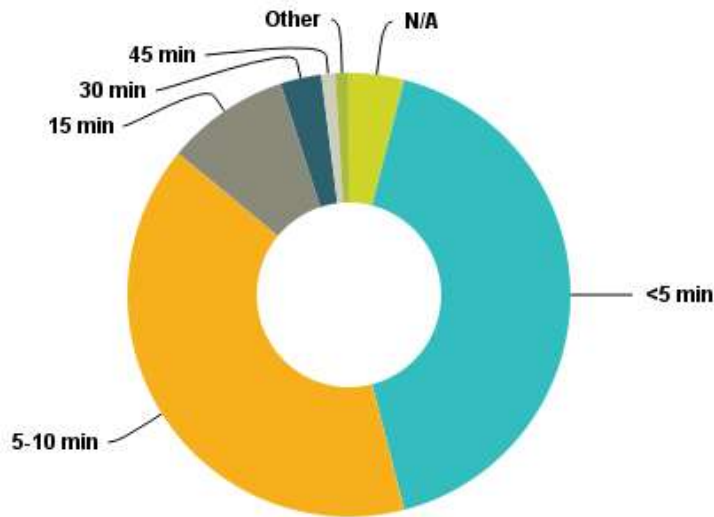


Applying for jobs online took less time, perhaps the most pleasing development over the past two years. Stein needed less than five minutes to put a foot forward 42 percent of the time, and less than 10 minutes roughly the same percentage. This was nearly double the percentage for each timeframe of two years ago. Meanwhile, the percentage of times that Stein needed at least 30 minutes sank from nearly 20 percent to just 4 percent.



### Q7 How long did it take to apply online?

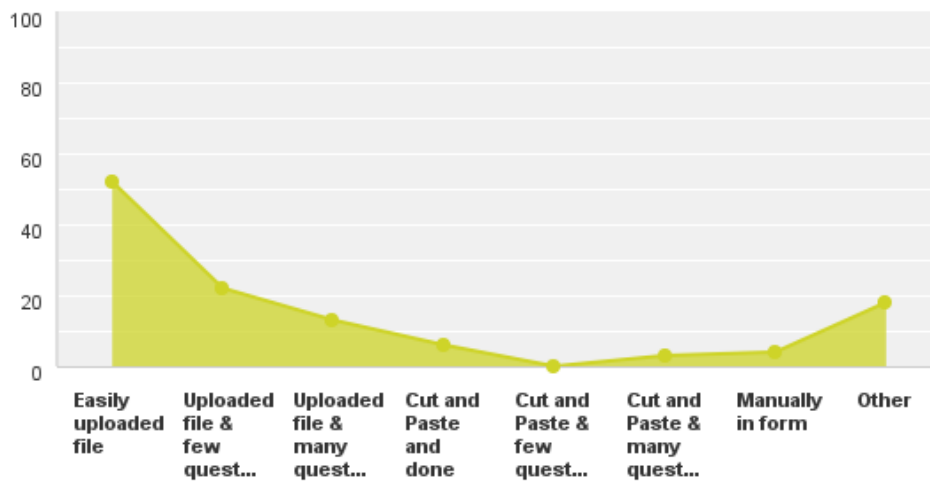
Answered: 100 Skipped: 0



The reduction in time likely reflects improved tools and a willingness to use them. Stein said that he was able to easily upload a résumé with at least some questions in nearly nine in 10 of his applications. The percentage of times that he had to cut and paste a résumé fell from 15 percent two years ago to 9 percent.

### Q5 When you applied online, you were able to include your resume...

Answered: 100 Skipped: 0

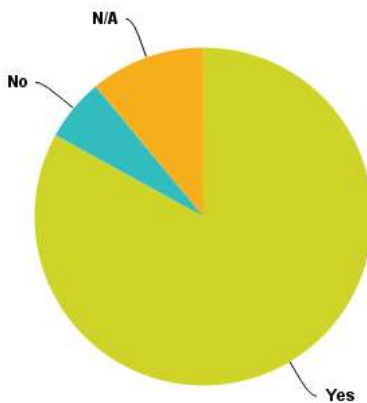


To be sure, Stein found the occasional glitches as shown by some of the comments. “System would not let Frank in,” a tester found for one firm. Of another “25-minute test broke on the last question and I could not finish.” But these were more exceptions to a rule.

Another good trend: In more than eight in 10 instances, Stein received rapid acknowledgement that companies had received his résumé, a 9 percent increase, although in our hope to see the perfect creature, we would hope to see this number hit 100 percent.

**Q9 After you applied and clicked 'submit' (when you could apply online) did you 'immediately' get an acknowledgement that your info was received or a thank you?**

Answered: 100 Skipped: 0

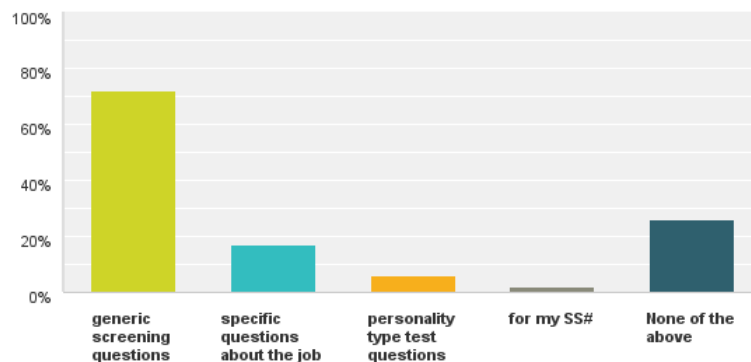


**Few Questions and Often the Wrong Ones**

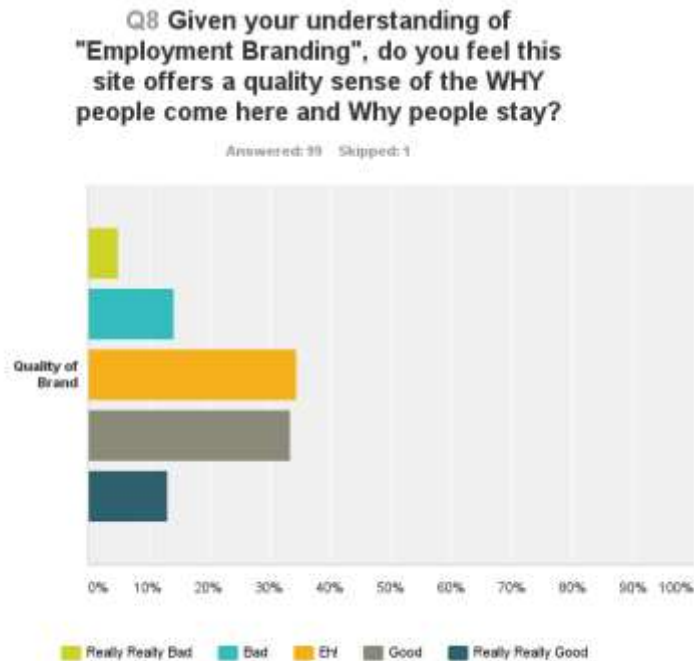
For mysterious reasons, companies were timid about making an extra effort to learn about Stein or reach him on a more basic level. About seven in 10 companies relied on generic screening questions. “Very limited test,” Stein said in one instance. On another occasion, he described “an idiot test.”

**Q6 When you applied online you were asked (Check ALL that apply)**

Answered: 100 Skipped: 0



More seriously, in more than half the job applications, Stein received a middling to poor sense of why he should join an organization and stay. Such information should be a staple of how recruiters and hiring managers operate. “Really not a pretty site visually or from a flow perspective,” Stein said in one instance. Of another, he said “there was little to no branding.”



Stein also reported that few of his targets personalized the job application process or provided a level of information beyond the generic. Companies such as Google have made effective use of video and other content to help candidates understand the recruiting process, company culture and daily routines for particular positions. “Very hip videos – zombie story,” wrote Stein of one company appreciatively. Others are providing recruiter email addresses and access via regularly scheduled chat sessions. “Recruiter (contact information) was listed – very cool,” Stein said of another firm.

Clearly, organizations have seen benefits to their brand of walking an extra step to connect and inform. They know job seekers appreciate transparency. Why are such features then not ubiquitous? We believe they are mummified in their techniques – rooted in a time when organizations did not feel an obligation to share much.

A skeletal 18 firms in the survey provided additional content, including 16 that offered video. Only six companies enabled job seekers to connect with recruiters or employees via email and chat. Six companies offered advice on how to compete for a position, while just seven provided feedback on Stein’s status in the recruiting pipeline.

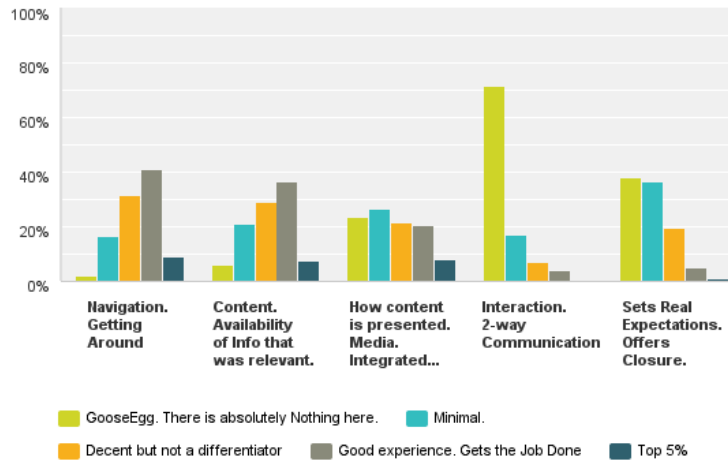
Answered: 18 Skipped: 82

Answer Choices	Responses	Responses
Realistic Video Job Previews	Responses	88.89% 16
Advice on Competing For A Job	Responses	33.33% 6
Connection/email/chat to Real Recruiters, Employees	Responses	33.33% 6
Promises and Feedback	Responses	38.89% 7
Other	Responses	16.67% 3

Stein rated most of the companies fair or worse in this category on a five-point scale with five the maximum. What was the highest score? Stein said that half the companies earned a good to top rating for navigation and gave them a weighted average of 2.39. He awarded them a weighted average of 2.19 for content but just .95 for setting expectations and providing closure and a measly .45 for 2-way communication. Stein said that only four percent of the companies earned a good or top score for the latter.

### Q11 Please give the company an overall rating

Answered: 99 Skipped: 1



## **Conclusion**

More than a decade removed from our first Mystery Job Seeker survey, companies have made progress in their online recruiting processes. With a few exceptions, the systems that allow job seekers to send their information are more user-friendly. This year's Mystery Job Seeker, Frank N. Stein found website navigation easier for a much higher number of companies than any of his predecessors. The average time to apply for a position is lower than before. More companies are acknowledging the receipt of an application.

However, our surveyed companies, the Fortune 100 Best To Work For in 2015 don't do as much as they could to communicate with job seekers. This raises an odd dichotomy. Companies comprehend the vital importance of branding yet do little to define their brands to people who would help them grow. They overlook vital links in the ongoing dialogue with job seekers. What are the gory and not so gory details of the job for which they are applying? What are the steps in the recruiting process? As they proceed through the pipeline, what is their status?

Companies are not taking the extra steps that would ensure candidates are receiving this information. They are stuck in outmoded ways, either unable or unwilling to push in the right direction. Otherwise, Stein would have heard from every company to which he'd applied, all letters identifying him as an imposter.

Job seekers deserve more than inattentiveness and poor communication. More importantly, so do the companies themselves.

**Appendix A****Frank N. Stein - SPHR**

1797 Shelley Lane, Blackwood, NJ 08012 - 732-821-6652 - steinfrank72@gmail.com

**Professional Review**

Corporate Top Notch Recruiter presently out of work for one year. Looked during first six months as was made six job offers but could not find a good professional fit. Took six month sabbatical to work on my Bucket List and bicycled cross-country seeing America. Now back and ready to go.

**Work Experience****Sr. Corporate Recruiter, Johnson & Johnson**

New Brunswick, NJ 2009-2013

- Handled 18 different divisions on highly technical senior level needle-in-the-haystack sourcing/recruiting assignments. Excellent at gathering competitive intelligence.
- Created a partnership with hiring managers and leadership team to drive the staffing process to define recruiting/sourcing strategies to yield success, predictable results and credibility.
- Implemented creative and cost-effective direct sourcing strategies to attract top talent at all levels through effective database searches, social networking, Boolean searches, pipe lining and alumni networks. Managed/trained a team of recruiters and sourcers and a coordinator.
- Enhanced employee referral program (Careerify) to increase hires from 32%-45% through effective use of technology and recruitment branding programs.
- Given J&J Silver Bolt Award for being in the top 5% of recruitment staff.

**Principal, Russell Reynolds Associates**

New York, NY 2007-2009

- Recruited top-notch candidates for executive and senior-level positions in marketing, finance, and MIS. Excellent at cold calling potential clients and candidates.
- Started new division to recruit actors for vampire horror films including True Blood, Vampire Diaries, and Dracula.
- Integrated LinkedIn, Jibe, Entelo and Indeed technologies to enhance sourcing technologies within the firm. Created algorithm that enabled sourcers to find top notch board candidates for clients using the Internet.

**Education**

- BS Cornell University 2007: Major - Human Resources/Analytics, Minor - Computer Science
- MS Rutgers HR Management 2009
- Certifications: SPHR Certified, CareerXroads Colloquium Member, Elite Certified Recruitment Expert (PRC, CIR, CDR & CSSR -AIRS), The Sourcing Institute Stars Certified (Shally Steckerl), Proficient in ATS systems, iCims, Kenexa (Brass Ring), Taleo and CRM tools, Airs Source Point, Avature.

**Special Interests**

Avid horror movie buff mentored by Boris Karloff, movie star of the 1930's Frankenstein films. Have cataloged all of Karloff's films and created an online museum in his honor. During Halloween our home becomes a laboratory for scientific experiments for children to tour. We scare the pants off them.

College Employment, Haunted Mansion

Long Branch, NJ 2003-2007

Played many scary roles at this infamous fun house. Skilled at Halloween makeup and costume design.

*This is a CareerXroads Mystery Job Seeker. If you would like to know why we created this résumé you can contact us at [mmc@careerxroads.com](mailto:mmc@careerxroads.com) or (732) 821-6652. Congratulations if you have read this far as most recruiters will not.*

## **With Thanks to Our Volunteers**

We could not do this study year-after-year without the diligent help of our volunteers. A team of professional recruiters generously donate their time to act as our mystery job seeker and share their opinions and experiences. To them we say, thank you.

## **About CareerXroads: The Staffing Strategy Connection**

Gerry Crispin and Mark Mehler are the personalities behind CareerXroads® and the CareerXroads® Colloquium. Mark and Gerry have worked for and with corporations of all sizes in career planning and placement, contract recruiting, executive search, recruitment advertising and human resource management. After years working on the front lines of recruiting, these two saw a new potential in the Internet and in 1995 came together to create CareerXroads®

These Internet Recruiting Pioneers have formed a thriving international consulting practice that works with many of the world's most competitive corporations to better understand and adopt cutting-edge, recruiting technology solutions to their staffing strategy and process.

Gerry and Mark do not sit on "for-profit" boards, advisory or otherwise, and have no stock in any of the firms in the industry. Nor do they represent any firms in the industry but their own. Gerry is the former chair and present member of SHRM's standards task force.

You can find them participating at conferences, or catch their comments on LinkedIn, Twitter, ERE, RecruitingBlogs...for starters.

### **More about the CareerXroads Colloquium**

The CareerXroads® Colloquium was created in 2002 to bring together corporate staffing professionals who share a passion for critical analysis and sharing what really works (and what really doesn't) in their firms. The group has evolved into a forum for some of America's top staffing leaders and meets eight times a year in member-hosted locations - seven meetings in locations across the country plus one international meeting. Regularly scheduled webinars on hot topics, monthly commentary on breaking trends and a variety of research and networking activities ensure that members are armed with information and connections.

For more on CareerXroads and the CareerXroads Colloquium go to

<http://www.careerxroads.com> or  
<http://www.careerxroads.com/colloquium/colloquium.asp>

If you have any questions about our creation, Frank N. Stein, we would be happy to respond. You can reach Gerry and Mark at 732-821-6652 or [mmc@careerXroads.com](mailto:mmc@careerXroads.com)