

Guide to Careers in International Trade

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Introduction

International trade offers a wealth of career opportunities at all levels of work experience. Whether you're just starting out, or looking to transfer your skills to a new field, international trade may be your ticket to an interesting and rewarding career. Why? Because the international trade arena:

- Is dynamic and growing;
- Spans a wide range of employing organizations and businesses;
- Involves many cross-cutting as well as specialized functions and skills;
- Exposes you to the people, businesses and cultures of the world.

If you have or are willing to acquire the needed skills, you'll find your niche, do well, and enjoy a rewarding career in the international trade field.

This Guide will help you understand the industry, show where you might fit in, and tell you what you should know and do to start and advance in your international trade career path. The Guide discusses the industry's potential for job stability and growth, its diverse composition, the employer organizations and businesses that do the hiring; the types of positions offered; the functions performed; the knowledge and skills sought by employers; and how you can find and prepare for the available jobs.

This Guide incorporates with permission the contributions of others with particular expertise in international trade training and assistance, including:

- The North American Small Business International Trade Educators (NASBITE) – contributed the delineation of the “Global Business Management Tasks and Required Knowledge” in Section III.
- Canada's Forum for International Trade Training (FITT) – contributed the description of qualifications/skills/aptitudes for specified international trade positions in Section III.
- The Sacramento Center for International Trade Development and the California Department of Economic Development – contributed the material on writing resumes and preparing for job interviews in Sections IV B-C

This Guide is intended as a public service. With prior approval and appropriate attribution, it may be used by organizations with like-minded interests in career development, international trade promotion, economic and community development, and trade training and education.

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I. International Trade Careers -- Stability and Growth Potential

The international trade industry is large, diverse, growing and a major driver of the U.S. economy. International trade supports millions of jobs in the United States in nearly all sector of the economy. If you have a good work ethic and the right skills, you should be able to find a job, grow in the job, move within the industry, and enjoy a satisfying and secure career in this field.

The U.S. is the world's leading trading nation. Over the past 10 years (1994-2004), total U.S. exports and imports of goods and services nearly doubled -- from \$1.502.4 trillion to \$2.910 trillion (+93%) -- and now account for about 23 % of the U.S. Gross Domestic Product (GDP). According to the National Association of Manufacturers, exports in particular have generated significant new employment opportunities for many Americans, and these jobs have grown faster than those not tied to exports. Between 1990 and 2000, jobs supported by exports grew by 56% - - three times faster than job growth in the rest of the economy -- while jobs in the remainder of the economy grew by only 18%. More than 11 million U.S. jobs now depend on exports -- 1.5 million more than just four years ago. These jobs are found in large and small companies alike. The outlook is for continued growth in trade and trade-related employment, and this means continued opportunities for rewarding and stable careers in this field.

U.S. Two-Way Trade in Goods & Services, 1994 and 2002-2004
In millions of dollars

	1994	2002	2003	2004
Total Exports	702.6	975.9	1,020.5	1,146.1
Goods	502.9	681.8	713.1	807.6
Services	199.8	294.1	307.4	338.6
Total Imports	799.8	1,397.7	1,517.0	1,763.9
Goods	668.7	1,164.7	1,260.7	1,473.8
Services	131.1	232.9	256.3	290.1
Total Two-Way Trade	1,502.4	2,373.6	2,537.5	2,910.0
Goods	1,171.6	1,846.6	1,973.8	2,281.4
Services	330.9	527.1	563.7	628.7
U.S. GDP (\$billions)	7,072.2	10,480.8	10,987.9	
% Total Trade to GDP	21.2%	22.6%	23.1%	

Source: *U.S. International Trade in Goods & Services, 1960-2004*, U.S. Dept of Commerce

Let's take a closer look at the effects of sustained international trade growth on trade-related jobs.

Jobs from Exports of Manufactures: U.S. exports of manufactured goods supported an estimated 7.7 million American jobs in 1997 (the latest available U.S. Government data) -- 3.3 million jobs directly in manufacturing and another 4.3 million jobs in other sectors, such as the wholesale trade, transportation, finance and accounting. Overall, direct and indirect exports support about one-in-five manufacturing jobs in the U.S. These jobs are broadly distributed throughout the nation. In 1997, fifteen states depended on manufactured exports for over 20% of all manufacturing jobs. And more than three-fourths of all states relied on manufactured exports for at least 5% of all private-sector jobs. Exports supported more than 100,000 jobs in manufacturing and non-manufacturing sectors in more than half the states. In 39 states and the District of Columbia, exports of manufactures supported more jobs in non-manufacturing industries than in the manufacturing sector.

Exports not only create and support millions of jobs, these export-related jobs also tend to be higher paying and more secure than other jobs. For example, according to the National Association of Manufacturers:

- Workers at exporting companies earn 15% more than workers in non-exporting companies;
- Worker benefits are one-third higher at exporting firms than at non-exporting firms';
- Workers at exporting plants enjoy greater job stability;
- Employment, output and productivity growth are 3-11% higher at exporting plants than at non-exporting plants;
- Exporting plants are 30-50% more productive than non-exporting plants;
- The failure rate for firms that export is one-third less than for firms that do not export;
- Sales per employee are 150% higher at firms that export than at non-exporting firms.

Jobs from Agricultural Exports: The U.S. exports more agricultural products than any other country. Of the total \$807.6 billion in U.S. exports of goods in 2004, manufactures accounted for 93% (\$751.3 billion) and agriculture 7% (\$56.3 billion). Agricultural exports currently support nearly 800,000 U.S. jobs, both on the farm and off, in urban as well as rural communities.

Jobs from Services Exports: U.S. exports of services (e.g., banking, insurance, information, entertainment, education) have increased rapidly in recent years, exceeding \$307 billion in 2003. Services exports account for well over 4 million U.S. jobs.

Jobs from Imports: The U.S. is the world's largest importer of goods, well exceeding our exports. While this accounts for our very large trade imbalances and is often blamed for the "export" or loss of jobs, the fact is that imports also create and support many jobs, particularly in the freight, logistics and distribution sectors.

Southern California Job Outlook: According to the Travel and Trade Career Institute, there are over 500,000 international trade career positions in Southern California, including in the

transportation industry. According to the Los Angeles Economic Development Corporation (LAEDC), 475,000 direct trade jobs currently exist in Southern California, with over 150,000 created in the last 10 years. International trade jobs are found in a variety of activities including vessel operation, cargo handling, surface transportation (rail and truck), air cargo, trade finance, freight forwarding, customs brokerage, and insurance and government agencies. According to the California Employment Development Department, due to growth and separations, Los Angeles County will have 75,950 openings and Orange County an additional 49,280 openings from 2001 to 2008. One in seven of these anticipated openings will be in the field of international business resulting in approximately 17,883 openings from 2001 to 2008.

II. Who's Who in International Trade – Roles & Responsibilities

The international trade sector includes many different organizations engaged in a wide range of trade-related activities. These organizations are all potential employers. To pursue a career or get a job in international trade, you need to know who's who. The key players generally fall into four broad organization groups:

- Producers and distributors
- Trade service providers
- Trade assistance providers
- Trade regulators

Producers and Distributors

These are the organizations that actually make, purchase or sell the products and services traded internationally. At some point, they either “own” the goods or represent the owner. They include: **manufacturers/growers** and **export-import intermediaries**, such as wholesalers, distributors, trading companies, export management companies and indent (import) agents.

- **Manufacturers/Growers** can either export or import on their own (“direct”) or use intermediaries) to handle their export-import activity (see below). Larger companies typically organize direct export-import functions by department, such as Marketing & Sales, Compliance, Logistics and Finance. Smaller companies often combine the functions under one or two top managers. In either case, direct export-import functions include market research and planning to identify target markets; marketing and promotion to generate trade leads; matchmaking to find and manage relationships with overseas agents/distributors; sales and procurement to issue price quotes, negotiate terms and close deals; legal due diligence to comply with trade regulations; credit and collections management to finance orders and get paid; and logistics management to prepare, ship or receive goods;:
- **Distributors** are the intermediaries in the trade process. They do not originate the goods. They either buy the goods from the producers for resale, or they act on behalf of the producers as their representatives. The intermediaries that resell for export are generally known as Export Trading Companies (ETCs). They make their money by marking up their

purchase price and selling at a higher price to the foreign buyers. The intermediaries that act as representatives of the producer are known as Export Management Companies (EMCs). They find buyers for the producers and get a commission on the export sale. Import intermediaries function similarly. Those that buy and resell imported goods can be the foreign supplier's authorized distributor or an independent wholesaler. Those that represent the foreign suppliers are known as commission or indent agents.

Intermediaries that purchase and resell the goods for export or import typically have more sales staff and resources than agents/representatives, because they often pay up front for the goods they buy and need fast turnaround to cover the costs. The agent/representative types are generally very small, with no or few employees beyond the owner. Both intermediary types need the skills to locate suppliers and buyers and handle all aspects of exporting or importing for themselves or for their clients.

Trade Facilitators

These organizations offer a range of specialized services to facilitate trade transactions and protect the interests of their clients. Their services help clients calculate and quote export prices, prepare and process trade documents, pack goods for shipment, finance and insure shipments, transport the goods, load and unload cargo, clear goods through customs, and comply with legal and tax requirements. Trade facilitators generally fall in three specialty areas:

- **Transport/Logistics** -- freight forwarders, customs house brokers, freight brokers, carriers, packers, stevedores.
- **Finance/Insurance** -- commercial banks, export credit and marine insurance agencies.
- **Legal/Accounting** – international attorneys and accountants.

Freight Forwarders help exporters in a variety of ways to prepare shipments for overseas delivery. They typically take possession of the goods, consolidate smaller shipments into larger shipments, prepare the necessary shipping documents, and arrange to transport the goods by land, air and/or water from and to the specified locations. **Functions include** advising clients on how best to transport goods to or from any area in the world; calculating all costs to transport export goods from the factory to the ultimate destination; assuring that shipments comply with the import laws of foreign countries; assuring that all shipping documents required by the exporting and importing country are properly prepared; locating the best or most inexpensive vessel to transport the goods; and tracking and tracing the cargo to the final destination.

Customs house brokers arrange to clear export and import goods through customs. **Functions include** providing information on import duties and taxes and the methods of goods clearance, preparing and processing import documents, and arranging for the clearance of cargo.

Freight brokers are the middlemen that connect the shippers of goods (manufacturers, distributors, etc.) with the transport carriers. **Functions include** coordinating shippers' needs for transportation and helping shippers find reliable carriers

Carriers arrange for or transport goods from point to point by rail, road, sea, air, inland waterway, or by any combination of these modes. In the U.S., truck and rail carriers typically take the goods between the factory and the entry or exit port and airport. Water is the dominant mode and is the least costly and most-used transport mode for international shipping, particularly for high-bulk, low value products. Air carriers are used when speed is critical or to transport high value products that can absorb the higher cost. Carriers work closely with importers, customs brokers, exporters and freight forwarders prior to arrival or departure. **Functions include** analyzing competitive freight rates, manifests, and bills of lading receipts; filing rates with the Federal Maritime Commission; providing quotes and drafting contracts; collecting ocean freight bills; and coordinating deliveries.

Packers place the goods to be exported into the appropriate bags, boxes, cartons, crates, etc. for shipment. **Functions include** obtaining the goods to be packaged; packing them into the container; counting, weighing or measuring amounts and adjusting quantities; wrapping protective material around products; sealing, marking and labeling the packages; counting and placing the packages onto trays or racks or into shipping containers; sorting packaged products by weight or content; and operating conveyors to move the packages.

Stevedores handle, load and unload merchandise at ports and waterside warehouses. **Functions include** mooring and unmooring ships on arrival and departure; stacking cargo on pallets, trays, flats and slings to facilitate transfer to and from ships; opening and closing hatches and securing cargo to prevent shifts during voyages; cleaning holds and containers; moving loads using moving equipment; and performing clerical functions to record and check cargo on arrival, storage or dispatch.

International commercial banks offer services to finance export and import transactions and facilitate payment for the traded goods. **Functions include** advising clients on financing and collection options; financing transactions through Letters of Credit, Bankers Drafts or other means; reviewing transaction documents for compliance with agreed sales terms; and keeping current on foreign economies, banking regulations, and business customs and practices.

Insurance agencies in international trade include **export credit insurance agencies** and **cargo insurance agencies**. Export credit insurance agencies provide insurance to protect exporters against commercial risks, such as buyer default or slow payment, and/or economic/political risks, including war, riots, revolution, currency inconvertibility, expropriation, and changes in import or export regulations. **Cargo insurance brokers protect** against losses or damage to cargo stored in warehouses or in transit to their export or import destinations. **Functions include** recruiting client companies, assessing potential risk, designing policies to cover the risks, collecting premiums, keeping records of payments, and paying claims as needed.

International attorneys help international traders and investors protect their property rights, minimize legal risks, comply with regulatory requirements, and resolve commercial disputes. They may specialize by region or country or by a particular field of international law, such as commercial law, intellectual property rights, E-Commerce law, etc. **Functions include** legal research, advising clients of their legal rights and obligations, taking legal action to protect client interests, and assisting clients before courts, tribunals or administrative authorities.

International accountants help clients minimize tax burdens from international trade and investment activities and keep their financial and tax records in order. **Functions include** assisting clients to formulate budget and accounting policies, advising on the most tax efficient way of conducting their international affairs, calculating tax liabilities, examining operating costs, income and expenditures, preparing financial statements, and conducting audits,

International Trade Assistance Providers

These organizations share a common goal to help companies start or expand their international activities. They include several U.S. Government trade assistance agencies; State trade agencies in nearly every U.S. state; many nationwide international trade assistance centers (ITACs) typically based at colleges/universities; and non-government organizations (NGOs), such as World Trade Centers, chambers of commerce and industry associations. The federal and state trade agencies focus primarily on export assistance. State agencies also promote tourism and foreign investment to their states. Some ITACs, such as California's 14 statewide Centers for International Trade Development (CITDs), assist importers as well as exporters. The NGOs provide their trade and investment services primarily to members only.

U.S. Government (USG) trade assistance agencies: Although many U.S. Government agencies play some role in trade assistance, two agencies have primary trade assistance responsibility – the **International Trade Administration (ITA)** and the **Foreign Agricultural Service (FAS)**. Each offers a wide range of export assistance services for the product sectors they cover – ITA for industrial products and the services sector; FAS for food and agriculture products. Two smaller USG agencies play significant, but more specialized roles -- the **U.S. Export-Import Bank** helps with export financing and the **Small Business Administration** helps small business exporters.

- **The International Trade Administration** in the U.S Department of Commerce (USDOC) is the primary and largest USG trade assistance agency. ITA has more than 2,500 worldwide employees, including in Washington, DC, in field offices throughout the U.S., and in foreign offices in over 90 countries. ITA has three major export assistance components in Washington, DC -- **Manufacturing & Services**, **Market Access & Compliance**, and **U.S. & Foreign Commercial Service**. **Manufacturing & Services** is organized by industry and staffed with industry specialists that analyze industry trade patterns, take part in industry-specific trade negotiations, promote industry-specific trade events, and evaluate the impact of economic and regulatory policies on their industries. **Market Access & Compliance** deals with trade policy and is staffed with country and trade policy specialists. The country specialists provide advice and write reports on market potentials and business conditions in

the countries they cover. Trade policy specialists assess trade barriers affecting U.S. interests and help formulate bilateral and multilateral policies to reduce such barriers.

The U.S. & Foreign Commercial Service (US&FCS) has responsibility for ITA's worldwide export assistance programs, including trade information, trade event and matching of U.S. exporters with foreign buyers and distributors. It also directs the domestic U.S. Commercial Service network (USCS) and the overseas Foreign Commercial Service network (FCS). US&FCS staff in Washington, DC provide overall administrative support (personnel, budgeting) for the worldwide operations. Its program specialists centrally manage the programs carried out in the field. USCS International Trade Specialists directly assist local clients with export counseling, market research, trade promotion, and matchmaking. FCS staff typically work out of U.S. embassies and consulates abroad and have diplomatic status as Commercial Counselors, Attaches or Officers. They advise U.S. businesses on local business conditions and practices, report on trade developments, conduct market research, identify buyers and distributors, host trade events, and advocate on behalf of U.S. trade interests in their countries.

- **The Foreign Agricultural Service (FAS)** is the main trade assistance arm of the U.S. Department of Agriculture (USDA), charged with creating and expanding world markets for U.S. food and agriculture products. FAS has three main program areas -- market development, trade agreements and negotiations, and the collection and analysis of statistics and market information. It also administers the agency's export credit guarantee and food aid programs. FAS has its headquarters in Washington, DC and a network of agricultural counselors, attachés and trade officers in many countries. Its roughly 1000 worldwide employees include agricultural economists, marketing experts, trade negotiators, and other specialists.
- **The U.S. Export-Import Bank (Ex-Im)** provides guarantees for export working capital loans (pre-export financing); export credit insurance to protect against non-payment; and buyer-seller financing for specific export transactions. Ex-Im's roughly 400 employees include business development and loan specialists for its trade assistance programs. Ex-Im is headquartered in Washington, DC and has seven regional offices, including three in California.
- **The Small Business Administration (SBA)** has an Office of International Trade in Washington, DC and also assists exporters through SBA regional offices and a larger field network of International Small Business Development Centers (ISBDCs). SBA offers export working capital loan guarantees, and ISBDCs are mainly staffed with trade specialists able to counsel exporters and conduct export workshops.

State trade assistance agencies: Nearly all states have a central agency for trade promotion and assistance. In some cases, the agency has cabinet level status (a Department of Commerce or Agriculture equivalent); in other cases, it may be part of a larger agency with broader economic development responsibilities. Their trade assistance resources, strategies and programs vary by state, but within their means and for their residents, they provide services similar to those of ITA

and FAS. Many of them have field offices within the state, as well as one or more offices in key overseas markets. State international trade staff work directly with exporters, offering advice, training opportunities, market research, trade events and international matchmaking. Currently, 34 state trade agencies are members of State International Trade Development Agencies (SIDO), a national organization that helps state international trade agencies by sharing best practices, developing the skills of state trade professionals, advocating the interests of states in trade promotion, and facilitating multi-state collaboration (see SIDO Web site at www.sidoamerica.org).

International trade assistance centers (ITACs): These types of centers, generically called ITACs, can be found in many communities throughout the country, mostly affiliated with academic institutions. California's network of 14 statewide Centers for International Developments (CITDs) fall into the ITAC category and are all located at California community colleges. By whatever name, these centers typically provide a full range of trade assistance services comparable to those of ITA's Export Assistance Centers and state trade assistance agencies and are directed and staffed by people with comparable backgrounds. Because they have small full-time staffs (usually under 5), they often use interns and paid trade consultants to leverage their resources.

Trade associations: This group includes World Trade Centers, chambers of commerce, international trade associations, and industry associations. These non-government organizations (NGOs) have widely varying trade assistance capabilities. The World Trade Centers (WTCs) are the most directly involved in trade assistance and have staffs for this purpose. They are part of a global World Trade Center Association (WTCA) network with centers in major cities in the U.S. and abroad. Larger chambers of commerce, such as the Los Angeles Area Chamber of Commerce, may also have staff dedicated to international trade. The WTCs, larger chambers, and international trade associations typically sponsor export-import workshops and host outward and inward trade missions. Industry associations rarely have in-house trade assistance staff. All the trade associations provide trade-related networking opportunities and referral services.

International Trade Regulators

Numerous U.S. Government agencies administer and enforce trade regulations imposed by national or international laws, agreements and treaties. The U.S. agencies most directly engaged in the front line of international trade regulation are the **Bureau of Industry & Security**, the **Directorate of Defense Trade Controls**, the **Office of Foreign Assets Control**, **Customs & Border Protection**, and the **Transportation Security Administration**.

The **Bureau of Industry & Security (BIS)** in the Commerce Department administers U.S. export control regulations essentially to prevent exports of non-military, but sensitive goods and technologies from reaching potential adversaries. Similarly, the **Directorate of Defense Trade Controls (DDTC)** in the State Department administers the International Traffic in Arms Regulations (ITAR) for military-use exports. Functions of both agencies include advising exporters about needs for export licenses, issuing export licenses, enforcing regulatory compliance, and investigating potential violations.

The **Office of Foreign Assets Control (OFAC)** in the Treasury Department's administers economic and trade sanctions against targeted foreign countries, terrorists, international narcotics traffickers, and those involved in proliferation of weapons of mass destruction. OFAC has authority to impose controls on transactions and freeze foreign assets under U.S. jurisdiction. Many of the sanctions are based on United Nations and other international mandates, are multilateral in scope, and involve close cooperation with allied governments.

Customs & Border Protection (CBP) in the Department of Homeland Security has a dual responsibility to prevent terrorists and instruments of terrorism from entering the U.S. while also expediting the flow of legitimate trade and travel. CBP includes four organizations transferred from other USG agencies – U.S. Border Patrol, U.S. Customs Service, Animal & Plant Health Inspection Service and Immigration & Naturalization Service. Regulatory functions include inspection, intelligence, analysis, examination, and law enforcement activities related to the movement of people and goods into the U.S.

The **Transportation Security Administration (TSA)** in the Transportation Department protects all segments of the U.S. transportation system -- civil aviation, maritime and all other modes of transportation and transportation facilities. TSA is the lead agency for security at U.S. airports, ports, railroads, highways and public transit systems. Functions include conducting security screening of airport passengers; discovering, preventing, and dealing with threats to transportation security; research and development to enhance transportation security; coordinating inter-modal transportation security, including aviation, rail, and other surface transportation, and maritime transportation; and overseeing most transportation related responsibilities of the Federal government during a national emergency.

III. Career Opportunities in International Trade

- A. What do I need to do and know to work in this industry?
- B. What types of positions are available for me in this industry?
- C. What qualifications, skills and aptitudes do these positions require?

What you need to do and know in international trade varies with the position. In 2004, a team of experts from NASBITE (North American Small Business International Trade Educators) completed a major review of the tasks and knowledge generally associated with international trade positions (first two years on the job) in four broad “domains” and five cross-cutting topical “threads:”

Domains

Global Business Management
Global Marketing
Supply Chain Management
Trade Finance

Threads

Documentation
Legal and Regulatory Compliance
Intercultural Awareness
Technology
Resources

The four domains encompass many different types of positions, involve a wide variety of tasks, and require at least some specialized knowledge. This does not mean you must have mastered the subject matter before you can get the job. At the entry level, while employers want you to have some relevant knowledge, many are willing to train you to bring you up to speed if – and this is crucial – they see evidence of a strong work ethic (good attitude, attendance, punctuality, and the like). At mid and senior levels, prior relevant experience is more important.

The NASBITE study was part of a project to establish a national credential and exam for the international trade profession, similar to a CPA for the accounting profession. A passing grade on the exam will demonstrate proficiency in each domain and earn the designation, *Certified Global Business Professional* (CGBP). This will be a valuable asset for anyone pursuing a career or job in international trade. Many international trade employers are looking to the CGBP credential as a more practical indicator of job capability and potential than an academic degree or claimed experience. The tasks and knowledge delineations developed by the NASBITE team are shown below in Segment A for each of the four international trade domains, followed by types of positions and salary ranges associated with these tasks in Segment B. For a detailed description of NASBITE’s CGBP initiative, see www.nasbitecgbp.org.

Each Segment C below includes descriptions of “Qualifications, Skills and Aptitudes” for selected positions. These descriptions were adapted with permission from the *Guide to Careers in International Business and Trade*, published by Canada’s Forum for International Trade Training (FITT). The full text of this comprehensive, 2-volume Guide can be found on the FITT Web site at www.fitt.ca/english/Applications&Guides/Guides/part1.pdf and www.fitt.ca/english/Applications&Guides/Guides/part2.pdf.

Domain 1: Global Business Management

In our increasingly global economy, international trade affects virtually all businesses in some positive or negative way, whether they engage directly in it or not. They must learn to adapt – maximize opportunities, minimize losses -- or face the consequences. For example, companies that neither export nor import often face stiff competition from foreign imports. They must factor that competition into their domestic pricing and marketing decisions. Many non-exporting manufacturers often use some foreign raw materials or components in their products. They must decide when, where and how best to acquire the foreign content. The manufacturers that do or could export need to know where their best markets are and how best to enter them. The larger companies often must decide how best to balance import, export and foreign investment activities. Global Business Management is the process of anticipating and adapting to the global economy in the company’s best interests. Global business managers typically perform strategic planning and program and project management functions.

A. Global Business Management Tasks and Required Knowledge

The task and knowledge statements below are reprinted with permission from NASBITE, copyright 2004/2005.

Task	Requires Knowledge Of
1. Develop and/or assist in the creation of a global mission statement for the firm.	Components of a mission statement.
2. Recognize ethical and cultural issues that are inherent in global activities and contribute to an ethical and cross-culturally sensitive business environment.	Business ethics as perceived and practiced in the U.S. and in other countries; Culturally appropriate techniques for international business settings (e.g., adaptive behavior, response, and verbal/written language to correspond with local business culture).
3. Participate in the global business planning and long-term strategic planning processes.	Environmental factors affecting international strategies (e.g., political, legal/regulatory, socio-cultural, cost and competitive factors, appropriate levels of technology); Local, state, federal and global support initiatives that are designed to enable global business ventures and expansion; Elements of a global business plan.
4. Contribute to the ongoing internal and external research efforts to determine viability of global ventures.	Basic research concepts and techniques (e.g., primary vs. secondary data, basic research methodologies/processes, surveys) and data analysis/evaluation processes (statistical evaluation, quantitative and qualitative analyses); Data sources for international market data (e.g., U.S. Dept. of Commerce, IMF, World Bank, UN agencies, Country Desks, and private firm data).

Task	Requires Knowledge Of
5. Develop and/or assist in risk assessment and the development of risk management policies to support proposed global business activities.	Country risk (e.g. political risk, economic risk, commercial risk); Risks associated with travel and expatriate activities; Credit assessment and mitigating techniques (e.g., export credit insurance, international finance).
6. Develop and/or assist in internal and external legal and regulatory compliance efforts to support global activities.	General legal liability issues (e.g., product, international contractual disputes, governance issues); Intellectual property rights (e.g., patent, trademark, copyright) and practical enforcement levels; Issues related to and sources of information for offshore regulatory/legal concerns (e.g., bribery/corruption, antitrust, customs, import/export permits, licenses, labor law, currency regulations).
7. Develop and/or assist in the development, implementation, and evaluation of the global budget.	General budgeting concepts (e.g., basic elements of financial statements, sales forecasts, expense forecasts) Knowledge of revenues and expense uncertainties; Transfer pricing.
8. Establish and maintain relationships with appropriate external organizations to support global activities.	Industry, trade, and investment associations; Government support agencies (e.g., U.S. government agencies, IMF, World Bank).

B. Global Business Management Positions, Functions, Employers, Salaries

Positions	Functions	Employers	Salary Range
International Business Development Dir/Mgr	Identify/analyze company strengths and weaknesses (SWOT analysis); develop strategic plans to respond to opportunities and threats; set goals for market share and growth; undertake new-product development; oversee implementation of strategic plans.	Large companies	\$130-145K/yr
Program/Project Dir/Mgr	Direct/coordinate program/project activities; conduct benefit-cost-risk analyses; set goals/objectives; develop budgets; administer work of contractors; evaluate performance; prepare status reports.	Large companies	\$85/110K/yr

Positions	Functions	Employers	Salary Range
Policy/Planning Analyst	Conduct corporate SWOT analyses; recommend operational strategies; .evaluate performance against objectives.	Manufacturers Government	\$50-60K/yr

C. Needed Qualifications/Skills/Aptitudes – Selected Global Business Mgmt Positions

International Business Development Manager		
Qualifications	Needed Skills	Needed Aptitudes
This senior position requires a combination of advanced studies and extensive experience. A Bachelor’s degree in business supplemented by at least 10 years of experience is the minimum, but new entrants are more likely to have an MBA with a specialty in international business.	<p>Analytical skills to evaluate market reports, trade statistics and other quantitative information.</p> <p>Ability to integrate information from many sources and to synthesize strategic plans.</p> <p>Strong interpersonal skills and a good understanding of the principles and practices of conducting negotiations and achieving results through persuasion and diplomacy.</p> <p>Presentation skills to brief senior managers and effectively advocate for new projects and project funding.</p> <p>Skill in assessing customers, competitors and potential partners and differentiating serious prospects from a large number of business contacts.</p>	Candidates for this position must be strategic thinkers, capable of conceiving global strategies, promoting a shared vision of business opportunities, selling those ideas to senior management and then motivating staff in their execution. The ability to manage time in the face of multiple competing priorities is essential.

Domain 2: Global Marketing

Global marketing is essentially the process of finding and entering new foreign markets for a company’s products. Market entry can take the form of direct export of the products or direct investment to make and sell the products within the target countries. The businesses that engage in global marketing include the producers themselves and the intermediaries that either buy the producers’ goods for export or represent the producer for export on a commission basis. In the U.S., only about 20% of all U.S. manufacturers export their products, and over half of these export only to one or two countries. The other 80% sell only in the U.S. market.

Global marketing career opportunities mostly lie with the manufacturers and intermediaries that already export. They employ people with market research, market planning, and sales and marketing skills. At smaller companies, these functions might be combined under one or two senior managers. Larger companies generally have separate divisions for these functions headed or staffed by international marketing and sales managers, market research and trade analysts, and marketing representatives. Intermediaries, such as international traders, export management companies and export trading companies, are typically small and run by the self-employed owners with little or no other staff.

A. Global Marketing Tasks and Required Knowledge

The task and knowledge statements below are reprinted with permission from NASBITE, copyright 2004/2005.

Task	Requires Knowledge Of
<p>1. Evaluate the internal and external environment (e.g., economic and physical geography, history, political environment, competitive analysis, regulatory, cultural, and technological issues) to identify potential marketing threats and opportunities.</p>	<p>Internal resources (e.g., export readiness assessment, goals and preferences of senior management, experiences and capabilities of employees, technical and production capabilities);</p> <p>External environment (e.g., economic and physical geography, competitive analysis, regulatory, cultural, technological issues, and protected industries and sectors);</p> <p>Public and private sources of data and assistance including electronic and print;</p> <p>Major trade agreements and trade law (e.g., NAFTA, European Union, export control regulations, anti-boycott regulations, Foreign Corrupt Practices Act);</p> <p>Product certifications and standards (e.g., CE Mark, ISO 9000);</p> <p>Cultural issues related to marketability of product;</p> <p>Assessing technological infrastructures in target markets;</p> <p>SWOT analysis related to global marketing;</p> <p>How to research competitor activities internationally.</p>

Task	Requires Knowledge Of
<p>2. Develop and implement the global marketing plan – (a) Conduct market research to determine the best potential markets; (b) Analyze the market research and select the target products and markets; (c) Develop and select market strategies to maximize sales and profitability in each target market; (d) Develop and implement a marketing budget related to the global activities of the company.</p>	<p>Laws and regulations that impact the marketing plan (e.g., entity law, promotional restrictions, distributor requirements, corruption);</p> <p>Public and private marketing resources (e.g., ITA, U.S. Commercial Service, freight forwarders);</p> <p>Impact on market selection of product, price, place, and promotion (the four P's);</p> <p>How to find laws and regulations that impact the market selection (e.g., entity law, promotional restrictions, distributor requirements);</p> <p>Market segmentation and demand analysis;</p> <p>Foreign market entry methods (e.g., licensing, agency/distributor, international joint venture);</p> <p>Budgeting processes Knowledge of reporting requirements;</p> <p>Basic accounting procedures;</p> <p>Cost of marketing and promotion.</p>
<p>3. Coordinate the marketing mix of goods and services to implement the company's marketing plan – (a) Provide products and services for the targeted markets; (b) Implement, monitor, and adjust the company's global pricing strategies; (c) Initiate and manage global promotion strategies in order to support the global marketing plan; (d) Analyze and formulate global distribution strategy for products and/or services; (e) Establish and manage the global sales activities.</p>	<p>Customer expectations and cultural requirements Knowledge of product life cycle implications (or strategies);</p> <p>New product development modification process;</p> <p>Technical compatibility and product standards (e.g., CE marking);</p> <p>Where to find packaging, labeling, and marketing requirements;</p> <p>After-sales service and support requirements (e.g., manuals, warranties, technical support, recycling);</p> <p>Product liability implications;</p>

Task	Requires Knowledge Of
3. Cont'd	<p>Legal/regulatory requirements for pricing (e.g., pricing constraints and controls, fair trade laws, anti-dumping);</p> <p>Trade assistance resources in support of providing products and services; Knowledge of environmental concerns;</p> <p>Cost structures, including marginal and fixed</p> <p>Tariff and non-tariff barriers and incentives;</p> <p>Quoting methods;</p> <p>Resources for global pricing strategies (e.g., current revision of International Chamber of Commerce publications [e.g., Incoterms, UCP, URC], U.S. government agencies, and Web sites);</p> <p>How local market conditions could impact pricing;</p> <p>Sales promotion mechanisms (e.g., trade shows and trade missions);</p> <p>Technological tools for promotion (e.g., internet activities such as e-mail, web sites, e-commerce; video-conferencing);</p> <p>Trade assistance resources in support of global promotion;</p> <p>Types of distribution channels (e.g., resellers, agency/distributor, joint ventures);</p> <p>Impact of local market distribution characteristics and implementation issues;</p> <p>Contractual issues related to market entry (e.g., common elements found in most distributor agreements);</p> <p>Sales techniques, sales knowledge, and business travel.</p>

B. Global Marketing Positions, Functions, Employers, Salaries

Positions	Functions	Employers	Salary Range
International Marketing Dir/Mgr	Oversee global/regional marketing operations; develop global/target market strategies and entry plans; determine international pricing structure; manage overseas distribution network; undertake advertising/promotion campaigns; monitor and assess sales performance.	Large companies	\$60-110K/yr
Export Marketing Rep	Develop/execute market plans and entry strategies; promote/advertise in markets through trade events and other media.	Large companies	\$60-75K/yr
International Sales Mgr	Oversee global sales efforts; set/monitor sales goals; identify prospective buyers; negotiate price, payment and delivery terms; close deals; provide customer support.	Large companies	\$50-130K/yr
Export Sales Representative	Identify customer needs/solutions; call on clients, make offers, write proposals, coordinate distributor network; conclude deals.	Large companies EMCs/ETCs	\$50-70K/yr
Market Research Analyst	Conduct user needs surveys; assess global/target-market opportunities, market accessibility, competitors/competitive factors, end user segments, distribution channels, promotion media, and regulatory requirements.	Large companies Trade assistance organizations	\$45-55K/yr
International Trade Specialist	Counsel clients on exporting; provide country/industry market information; facilitate matchmaking and trade event participation; provide liaison with overseas counterparts.	Commerce Dept/USCS	\$42-66K/yr

C. Needed Qualifications/Skills/Aptitudes – Selected Global Marketing Positions

International Marketing Manager		
Qualifications	Needed Skills	Needed Aptitudes
At minimum, a Bachelor's degree in business, but preferably an MBA with a specialization in international business, marketing or economics.	Skill in analysis of consumer and buyer behavior, trade flows, industrial structure, competitor strengths/weaknesses, distribution channels, and financial and regulatory institutions.	Enjoy travel and discovering and appreciating other cultures.

Qualifications	Needed Skills	Needed Aptitudes
<p>For technical product lines, an engineering degree or a combined engineering and business degree.</p> <p>Ten years or more of progressively responsible experience is also usually required.</p> <p>Formal training in a second or third language is also highly desirable.</p>	<p>Communications and language skills to quickly establish rapport with potential customers, partners, agents, financial intermediaries and logistical providers in target markets.</p> <p>Ability to assess the technological and human resource capabilities of foreign counterparts.</p> <p>Writing, presentation, leadership and team motivation skills.</p>	
Market Research Analyst		
Qualifications	Needed Skills	Needed Aptitudes
<p>University education, generally a Bachelor's or Master's degree in business, economics, international business and/or regional studies.</p> <p>Working knowledge of at least one language other than English preferred, since current information often comes from the international news media and from foreign business periodicals.</p>	<p>Skill in finding foreign market information.</p> <p>Analytical skills to synthesize conclusions from a large number of information sources.</p> <p>Skill in market research methods, including use of statistical and forecasting techniques, surveys and focus groups.</p> <p>Computer skills and the ability to access on-line and other electronic databases.</p> <p>Ability to write and prepare concise reports.</p>	<p>An inquisitive, logical mind, detail oriented, able to deal with time pressures.</p>
International Trade Specialist		
Qualifications	Needed Skills & Aptitudes	Needed Aptitudes
<p>Graduate degree preferred in fields such as business, marketing, economics, political science, particularly if international.</p> <p>Private sector experience in international business.</p>	<p>Ability to assess client needs, solve problems and recommend effective courses of action.</p> <p>Good quantitative and computer skills.</p> <p>Good writing, presentation and communications skills. .</p>	<p>Detail oriented; comfortable in diverse cultural surroundings.</p>

International Marketing Representative		
Qualifications	Needed Skills	Needed Aptitudes
<p>University education, generally a Bachelor's degree in business. Many candidates hold an MBA, since this is an entry-level position that can develop skills for advancement to Marketing Manager</p>	<p>Ability to execute plans and strategies developed by senior managers, without direct supervision.</p> <p>Solid communications and presentation skills, preferably b fluent in the principal language used in the target market.</p> <p>Ability to adapt personal style to suit the local business culture and customs.</p> <p>Superior organization skills and the ability to manage details.</p>	<p>A self-starter who can work alone in a market far from home, while also participating as part of an international team.</p> <p>Enjoy interacting with people of other cultures and in other countries.</p>
International Sales Manager		
Qualifications	Needed Skills & Aptitudes	Needed Aptitudes
<p>Senior position requiring a combination of advanced studies and extensive experience. At minimum, Bachelor's degree in business or preferably an MBA, with at least 10 years of experience.</p> <p>For technical products, an engineering degrees plus an MBA.</p> <p>Training in the languages of target markets may be required.</p>	<p>Ability to conceive and implement strategies to achieve sales targets in each market.</p> <p>Ability to create a global vision and communicate it to sales staff.</p> <p>Strong presentation skills backed up by a working knowledge of the principal languages in the company's major markets.</p>	<p>Appreciation for cultural differences</p> <p>Enjoy extensive travel, and working with people from different cultures.</p>
Export Sales Representative		
Qualifications	Needed Skills	Needed Aptitudes
<p>Bachelor's degree in business. For technical products, an engineering or other technical degree is preferred.</p> <p>Product-specific or country-specific experience preferred.</p> <p>Fluency in the languages of target markets preferred.</p>	<p>Interpersonal, intercultural communication skills</p> <p>Ability to gain access to decision makers.</p> <p>Skill in negotiating and closing deals.</p> <p>Computer skills.</p>	<p>Enjoy working with people, especially people from different cultures.</p> <p>Self-starters.</p> <p>Practical business sense.</p>

Domain 3: Supply Chain Management

Supply chain management deals broadly with the process of acquiring goods used for production, (sourcing and procurement), scheduling the production steps (producing, testing, packaging and preparing goods for delivery), and delivering the goods to their final destination and possibly returning them if unsatisfactory (transport and logistics). Supply chain management has become much more complex with tighter security controls at entry points; greater emphasis on efficiencies to save time and cut costs, such as just-in-time (JIT) inventory systems; and new technologies, such as RFID, Electronic Data Interchange (EDI) and other electronic logistics tools, computerized warehouse management systems, and advanced bulk loading methods.

While these developments are placing greater demands on supply chain managers and staff, they are also broadening the opportunities for more specialized positions, as well as for people that can coordinate the services of others in the chain, such as insurance agents, customs brokers, forwarding agents and transportation carriers. Supply chain positions include corporate logistics manager, customs brokers, freight forwarders, and a wide range of international transportation specialists.

A. Supply Chain Tasks and Required Knowledge

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Task	Requires Knowledge Of
<p>1. Optimize supply chain solutions to meet the requirements of the international business plan, including evaluation of all modes of transportation, inventory, time to market, landed costs, and customer requirements.</p>	<p>Transportation modes and costs;</p> <p>Trade agreements and free trade zones;</p> <p>Duties, taxes, and quotas;</p> <p>Product classification regimes (e.g., HTS, Schedule B);</p> <p>Security issues (e.g., Container Security Initiative [CSI], Customs Trade Partnership Against Terrorism [C-TPAT], warehouse security issues);</p> <p>Where to find legal/regulatory packing requirements;</p> <p>Non-regulatory packing requirements (e.g., preservation of cargo, types of containers, packing materials);</p> <p>Insurance and transportation liability regimes;</p> <p>Resources (e.g., freight forwarders, trade associations, Internet resources).</p>

Task	Requires Knowledge Of
<p>2. Evaluate and select the potential intermediaries (e.g., carriers – all modes, 3PL’s, forwarders, brokers, contract carriers) necessary to support the international business plan (including evaluation of outsourcing alternatives and/or partners).</p>	<p>Major transportation modes and methods (e.g., consolidation and costs);</p> <p>Third party logistics providers (3 PL’s);</p> <p>Forwarder’s role in the transaction;</p> <p>Customs broker and other service providers</p> <p>Knowledge of usage of power of attorney;</p> <p>Databases available to search for intermediaries;</p> <p>Resources available in support of intermediary selection (e.g., WTCs, local trade associations, state and federal government).</p>
<p>3. Complete the documents required for international movement of product and services.</p>	<p>Standard export and import documents for goods and services (e.g., commercial invoice, transport documents, documents relating to services contracts);</p> <p>U.S. export regulations for involved countries;</p> <p>U.S. import regulations for involved countries;</p> <p>Incoterms;</p> <p>U.S. legal and regulatory requirements regarding documentation for goods/services (e.g., export/import control regulations, export declaration);</p> <p>Where to find foreign language documentation requirements when applicable;</p> <p>Technology available for document completion (e.g., AES, SNAP, private sources);</p> <p>Offshore legal and regulatory requirements regarding documentation for goods/services (e.g., certificate of origin, sanitary certificate, export/import control regulations);</p> <p>Country of origin determination.</p>

Task	Requires Knowledge Of
<p>4. Coordinate with other departments to calculate the true cost, benefits, and risks of proposed transactions in order to implement risk management policies.</p>	<p>Marine insurance (e.g., delays, losses, claims and other insurances);</p> <p>Transportation options and documents (e.g., ocean bill of lading versus air waybill);</p> <p>International conventions (e.g., Warsaw Convention and the United Nations Convention on Contracts for the International Sales of Goods - CISG) and international conditions of contract (e.g., Force Majeure, arbitration);</p> <p>Packaging for cargo protection and loss prevention;</p> <p>Insurance companies and brokers, consultants, freight forwarders.</p>
<p>5. Facilitate the offshore procurement process.</p>	<p>Advantages of global sourcing Knowledge of cultural considerations affecting supplier/buyer relationships;</p> <p>Impact of trade agreements;</p> <p>Terms and conditions of purchase or sale;</p> <p>Quality considerations (e.g., ISO9000, industry quality specifications);</p> <p>Calculation of landed costs;</p> <p>U.S. Customs regulatory compliance (e.g., product marking);</p> <p>Import documents;</p> <p>Customs brokers and customs management tools (e.g., duty drawback programs, tariff engineering).</p>

B. Supply Chain Positions, Functions, Employers, Salaries

Positions	Functions	Employers	Salary Range
Logistics Mgr/ Transport Mgr/Traffic Mgr	Purchase/maintain vehicles, equipment and fuel; provide vehicles for hire; determine routing, packing methods, load limits and other physical elements of the shipping function; receive orders and bookings; assure quality control during transit; deal with logistics companies/freight forwarders.	Large companies	\$71-81K/yr
Int'l Shipping Specialist	Advise clients on export/import requirements; arrange and coordinate international shipments; prepare all necessary documentation; arrange for packing and labeling; assess insurance and brokerage requirements.	Transportation companies; Logistics providers. Freight Forwarders	\$60-79K/yr
Shipping/Transport Clerk	Check number and quality of articles/containers in incoming and outgoing shipments; confirm that contents match invoices/manifests; arrange internal distribution of incoming goods; prepare and attach documentation to outgoing goods; assure compliance with requirements to receive/ship goods; contact senders to fix shortages or to arrange replacement of damaged goods; maintain records of receipts and dispatches; perform clerical work (data entry, filing, preparing correspondence)..	Customs brokers; Freight forwarders	\$35-40K/yr
Export/Import Clerk Customs Clerk/Specialist	Prepare shipping documents; calculate port and shipping charges; book space for export cargo; Compiles documents for the import and export of goods for customs authorities, making sure that customs laws and regulations are complied with.	Customs brokers; Freight forwarders Export-Import firms	\$35-40K/yr
Freight Traffic Controller	Allocate cargo space on railway or road haulage systems.	Freight forwarders Carriers	\$21-35K/yr
Warehouse Assistant	Unload goods and check them against order forms; catalog or label items with storage details; place goods in bins and on racks; stack bulky items on floors; complete orders by selecting goods from shelves and checking them off appropriate lists; package and send out completed orders to customers; move heavy packages using forklift machinery;	Stevedores Large companies	\$20-30K/yr

Positions	Functions	Employers	Salary Range
Warehouse Assistant (cont'd)	obtain details of the location and quantity of items in stock; enter details of received delivery slips, requisitions and invoices into computers; count and record the number of items in store during stocktaking; advise supervisor on stock and re-ordering levels; help keep the work area neat and tidy.	Large companies, Warehouse companies	\$21-24K/yr
Procurement Mgr.	Obtain and compare supplier information on price, quality and delivery; identify best supply sources and prices; negotiate contractual conditions and prices with suppliers; arrange for timely delivery; recommend potential new sources or alternative materials, prices and products; track delivery status of procured goods.	Large companies	\$20-29K/yr

C. Needed Qualifications/Skills/Aptitudes – Selected Supply Chain Positions

Logistics Manager/Transport Manager/Traffic Manager		
Qualifications	Needed Skills	Needed Aptitudes
Practical training and experience, not necessarily a degree, typically advancing from entry level to reach this level.	Ability to manage warehouses serving both domestic and international shipments Ability to negotiate contracts with shipping companies and logistics providers.	Enjoy problem solving, interacting with corporate managers and staff. Detail oriented; able to work under pressure.
International Shipping Specialist		
Qualifications	Needed Skills	Needed Aptitudes
Practical training and experience, not necessarily a degree. Typically individuals start as a runner or clerk, and work their way through the hierarchy to import analyst, manager or customer service coordinator.	Ability to ensure letter of credit compliance and to submit documentation to the client's bank to ensure payment. Ability to negotiate the best possible rates and contract terms with transportation companies. Skill in using available resources and seeking out answers to questions	Resourceful, entrepreneurial, tactful with clients, a fast learner. Detail oriented, as errors have serious cost consequences.

Procurement Manager		
Qualifications	Needed Skills	Needed Aptitudes
BA in business field usually required for new entrants. Experience in logistics or international business is a definite asset.	<p>Good communication skills to collaborate with company staff concerning their needs and to articulate these needs to prospective suppliers.</p> <p>Ability to manage assets and meet efficiency targets for inventory control.</p> <p>Good computer skills, including ability to use specialized programs for inventory control, customs information and communications with foreign suppliers.</p>	<p>Ambitious and entrepreneurial; enjoys the opportunity to contribute directly to the company's bottom line.</p> <p>Interest in foreign travel to attend trade shows and visit suppliers in other countries.</p>

Domain 4: Trade Finance

Trade finance is the mechanism by which importers pay and exporters get paid for their international trade transactions. Trade finance can take many forms – from simple payment in advance to more complex barter transactions. Paying and getting paid raises many issues that the parties must consider, such as how to pay, when to pay, payment currency, credit terms, and risks of non payment. Because of the risks involved when the exporter may not know much about a foreign buyer, relatively few export- transactions are paid for in advance directly between buyer and seller; e.g., by check, credit card, wire transfer or electronically (E-Commerce). In most cases, international trade finance is processed through intermediary institutions, including international commercial banks, governmental export financing organizations (e.g., U.S. Export-Import Bank), export credit risk insurers, marine insurance brokers, and factoring and forfeiting firms. Trade finance positions in these organizations include trade finance specialists, export credit risk specialists, marine insurance specialists, and risk analysts. They employ and must be familiar with a variety of techniques to facilitate payment over time and limit the risks, such as Letters of Credit (L/Cs), banker's drafts, and receivables discounting.

A. Trade Finance Tasks and Required Knowledge

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Task	Requires Knowledge Of
1. Assess political and economic risks and cultural issues of the target country to establish the financial costs and viability.	Political and economic risks causing late and/or non-payment from overseas markets (e.g., cancellation/failure to grant U.S. export license, civil unrest, foreign currency delays/shortage);

Task	Requires Knowledge Of
1. (Cont'd)	<p>Cultural issues of buyer's country which may impact payment methods, money transmission methods, language used, credit control procedures, level of governmental control, corruption issues, and sources of finance;</p> <p>Resources for determining risk (e.g., U.S. government organizations, credit bureaus, Web sites).</p>
2. After evaluating foreign currency exchange risk, select, implement, and manage risk mitigation techniques to protect the company against fluctuation of foreign exchange.	Foreign exchange risk mitigation techniques and required documentation (e.g., hedging tools, currency option contracts, transfer pricing).
3. Research/analyze credit history and payment capacity of potential partners to assess the commercial risk of the buyer and maintain credit management and control procedures and documentation.	<p>Sources of credit reports (e.g., credit bureau, D&B, Hoovers);</p> <p>Costs and value of credit reports;</p> <p>Commercial risks of late and/or non-payment from overseas buyer;</p> <p>Methods of payment (e.g., letters of credit, documentary collections, cash in advance);</p> <p>Mitigating techniques (e.g., credit risk insurance).</p>
4. Establish the most appropriate methods and terms of payment and required documentation to ensure timely payment for the sale of goods and/or services and to facilitate external financing.	<p>Methods of payment (e.g., letters of credit, documentary collections, cash in advance);</p> <p>Commercial, economic, and political risks of buyer and buyer's country;</p> <p>International regulations published by the International Chamber of Commerce (Paris) governing international transactions and methods of payment (e.g., Incoterms, UCP, arbitration);</p> <p>Methods of funds remittance (e.g., checks, banker's draft, SWIFT transfer);</p> <p>Types of letters of credit (e.g., confirmed/unconfirmed, transferable, standby);</p> <p>Types of payment (e.g., sight, deferred, acceptance);</p> <p>Documentation requirements (e.g., commercial invoices, transport documents and documents relating to services);</p>

Task	Requires Knowledge Of
4. (Cont'd)	Related financial and legal costs (e.g., bank charges, insurance premiums, legal fees); Communication of letters of credit, collections, and associated documents electronically via the Internet (e.g., eUCP).
5. Select appropriate methods, terms, and currency of payment to agents, sales representatives, distributors, suppliers, and international joint ventures.	Terms and conditions of purchase or sale; Resources: banks, U.S. government agencies, International Chamber of Commerce.
6. Develop a financial plan to establish whether internal/external international trade financing is required.	Resources (e.g., Ex-Im Bank, SBA, private banks, non-bank private sector lenders).
7. Identify and arrange short-term (up to 180 days) pre- and/or post-shipment finance for the seller to ensure lowest cost financing at acceptable levels of risk.	Forms of short-term financing (e.g., credit insurance, government supported finance, discounting).
8. Identify and arrange medium- and long-term finance for the overseas buyer (internal/external) to allow buyer extended terms while providing cash payment to seller without recourse.	Forms of medium- and long-term financing (e.g., government supported finance, finance provided by banks and financial institutions, lease financing).

B. Trade Finance Positions, Functions, Employers, Salaries

Position	Functions	Employers	Salary Range
Trade Finance Specialist International Loan Officer	Advise clients on payment terms/options; arrange pre-export working capital, issue L/Cs/other payment instruments; arrange short/medium term transaction financing; check finance/shipping documents for discrepancies.	Large banks; Large companies Ex-Im Bank; SBA/SBDCs Trade finance intermediaries.	\$31-47K/yr
Export Credit Insurance Specialist	Assess political/economic/commercial risks of particular transactions; issue policies to protect against risks.	Ex-Im Bank Credit insurance agencies	\$60-75K/yr

C. Needed Qualifications/Skills/Aptitudes – Selected Trade Finance Positions

Commercial Bank Officer		
Qualifications	Needed Skills & Aptitudes	Needed Aptitudes
MBA or BA in business field preferred. Some accounting background, or from bank's training program.	Computer literacy. Ability to carry out complex quantitative analysis.	Detail oriented.

Insurance Broker		
Qualifications	Needed Skills & Aptitudes	Needed Aptitudes
MBA degree preferred, BA in business field or a graduate degree in economics often accepted. Strong accounting background preferred.	Computer literacy. Skill in quantitative analysis. Ability to assess complex data and develop an insurance solution based on less than perfect information.	Detail oriented

Cross-Cutting Fields

Legal/Regulatory Compliance

Companies of all sizes that engage in international trade, as well as their managers and staff at all levels, must be sensitive to the need for legal/regulatory compliance in every aspect of their job. A host of U.S. and foreign requirements apply to international trade activity. The U.S. has laws/regulations to deny adversaries access to any U.S. products, technology and financial resources that could help them. These include the U.S. Export Administration Regulations (EAR), International Traffic in Arms Regulations (ITAR) and Foreign Assets Control Regulations (FACR). Other U.S. laws/regulations prohibit bribery of foreign officials for commercial gain (Foreign Corrupt Practices Act), prohibit participation in foreign boycotts (Anti-Boycott Regulations), and control U.S. exports and imports of food, drugs and medical devices for health and safety reasons. Failure to comply risks heavy fines, imprisonment and/or denial of further rights to export or import. Ignorance is no excuse.

Foreign countries have their own set restrictive trade laws and regulations, generally known as non-tariff trade barriers (NTBs). These include quotas, licensing and exchange controls, and health, safety and technical standards, packaging, marking and labeling requirements; and laws governing contracts, agent/distributor agreements, labor, corporate and land ownership, treatment of intellectual property (patents, copyrights, trademarks). To complicate matters, these foreign laws/regulations, as well as procedures for compliance and enforcement, vary widely among countries.

The demand for international lawyers, paralegals and accountants has increased with the continued growth in international regulation. These jobs are found on both the comply side (guide/protect clients) and enforcement side (investigate/penalize violations) of the regulatory process. On the comply side, larger organizations that import, export or facilitate trade typically have in-house legal departments and staff to guide and protect them. The larger the organization, the more likely it will have separate legal departments or staff for export control compliance, intellectual property protection, drafting of contracts and agreements, and tax and accounting compliance. Smaller organizations generally retain outside legal and accounting services for these purposes as needed. The mostly governmental enforcement agencies are generally staffed with their own attorneys, paralegals and accountants to conduct inspections and investigations and prosecute violators.

Positions, Functions, Employers, Salaries

Position	Function	Employers	Salary Range
Export Compliance Mgr.	Manage company compliance with export laws and regulations (e.g., EAR, ITA, FACR, FCPA in U.S.); assess/analyze licensing requirements for other business units; determine commodity control numbers of company products; apply for export licenses; maintain complete records of licensable transactions; investigate potential export non-compliance issues; prepare voluntary disclosures and corrective action plans; conduct compliance reviews and assessments	Large companies	\$65-85K/yr
Export-Import Compliance Specialist	Conduct PPL screening reviews, deemed exports reviews, product classifications, monitor import and/or export good movement, and reconcile import and/or export declarations to ensure compliance with import and export processes.	Large companies Freight forwarders	\$30-37K/yr
Customs Inspector	Monitor security in customs-controlled areas; inspect incoming goods at highway border towns, airports, seaports, and inland facilities; check documents, examine luggage and clear goods for import or export; collect import duties; provide information about customs procedures; board ships/aircraft to detect illegal activity.	U.S. Customs & Border Protection	\$27-42K/yr
Marine Enforcement Officer	Classify and appraise commercially imported merchandise; determine which products comply with public health and safety, intellectual property rights, fair trade practices, etc. and may legally enter the country.	U.S. Customs & Border Protection	\$35-49K/yr
Transportation Security Screener	Screen persons and property at airports, including hand-wanding, pat-down searches, monitoring traffic through metal detectors, and operating x-ray machines to identify dangerous objects on passengers and in cargo and baggage.	U.S. Transportation Security Administration	\$23-36K/yr
Foreign Trade Accountant	Document/analyze/report on multinational business transactions; oversee tax return preparations; ensure compliance with foreign government reporting requirements.	International accounting firms	\$65-95K/yr

Position	Function	Employers	Salary Range
International Tax Accountant	Advise on tax advantages/disadvantages of certain business decisions; recommend policies to minimize foreign tax burdens	International accounting firms	\$35-45K/yr
International Attorney	Advise on foreign requirements and risks; prepare sales contracts/agreements for clients governing relationships with foreign parties; protect intellectual property rights of clients; assist in resolving commercial trade disputes.	International law firms; logistics providers; banks; government agencies.	Not Salaried

Needed Qualifications/Skills/Aptitudes – Selected Trade Finance Positions

International Tax Accountant		
Qualifications	Needed Skills	Needed Aptitudes
Undergraduate business degree; MBA is preferred. Senior positions require 10 years or more of progressively responsible experience in an international tax environment.	Foreign language skills may be required. Strong analytical and communications skills. Excellent computer and research skills. Ability to see both the big picture extensive details.	Strategic thinking. Detail oriented
Commercial Trade Lawyer		
Qualifications	Needed Skills	Needed Aptitudes
Bachelor of Law degree, preferably with a specialty in international law. Member of the bar if offering legal advice to clients on a fee basis. Corporate lawyers need not be members of the bar.	Negotiating skills. Ability to adapt negotiating styles to suit different cultural environments.	Detail oriented. Enjoy discovering new ways of resolving legal problems. Enjoy working with people from other cultures and discovering ways of resolving differences between different legal systems.

IV. Preparing for Careers in International Trade

IV. A. How Do I Find Available Jobs in this Industry?

Searching for jobs today is much easier than before. The Internet has radically transformed the job search process, both for the employers and the job seekers. Employers are no longer limited to job postings in newspapers and other print media. Today, they can also list vacancies on their own Web sites, as well as on the massive Internet databases focused on job and career opportunities. The largest databases cover jobs in all sectors, but have searchable categories for specific trade-related fields, such as logistics, transportation, banking, accounting, etc. Two of the largest Web sites for jobs are www.monster.com and www.careerbuilder.com. Other Web-based job sites specialize by category. For example, www.usajobs.opm.gov/ lists government jobs only and www.jobsinlogistics.com specializes in supply chain jobs (see Bibliography [A \(Job Search Databases\)](#) for more Internet job-search sites). Newspapers ads and Internet sites like these are logical starting points for trade-related job searches.

It's important, however, to also use other search methods. The Internet jobs are easy to find and apply for, but may represent just the tip of the iceberg. Even today, many and possibly most jobs are not publicly advertised. Job seekers need to do more detective work to find these "hidden" jobs. Why might a job not be advertised? For one reason, a boss may prefer a new hire, but not publicly seek one to avoid upsetting or demoralize existing staff who might fear they will be replaced. Another reason is that the boss may not perceive a need until a job seeker too good to resist comes to their attention. This could happen, say, if an unsolicited letter or Resume arrives that wows the boss and triggers the thought that this person, who appears to truly understand the mission and needs of the company, could make a significant contribution and should be hired.

Here's another reason not to rely solely on the Internet and classified ads. Hundreds of other job seekers just like you are also searching and may well respond to the same job listings. While your response is one-to-one, the employer receives many-to-one. Their odds of finding the applicant they want are much better than your odds of being the one they want.

Here are some job search tips:

- Do follow-up the posted newspaper and Internet postings. These are legitimate leads, and if you meet the criteria, your persistence may ultimately pay off.
- Don't limit yourself to vacancy announcements. Do send unsolicited letters and Resumes to companies in your field, in case they have unannounced or potential openings.
- Do attend networking events, such as job fairs, meetings, conferences, trade shows, etc. These settings offer opportunities to meet face-to-face with people you might not get to see otherwise. Moreover, advice and tips tend to be more freely given in these informal settings.

- Do make use of available job search organizations, such as governmental employment agencies, career counseling and job placement centers, and professional recruiters or “headhunters.” They exist for the sole purpose of helping you find a job.
- Do consider temp or intern opportunities at organizations with potential for permanent openings. These temporary positions quite often lead to full time positions. Employers much prefer to hire someone they’ve seen, known and tested on the job than commit to a relative unknown based solely on good paper credentials.

Finding the openings to apply for is only part of the battle. How you follow up is even more important. You must be professional in every aspect of your approach. Here are some points to consider:

- Don’t use obvious “fill-in-the-blanks” form letters applicable to any company or job you seek. Do check any written submissions for spelling and grammar errors. Do your homework on the company, and customize your submission to relate specifically to its mission and needs.
- Do follow all instructions in a vacancy announcement. Respond promptly and provide all the information requested.
- Do rehearse what you plan to say in phone calls to potential employers, including voice mail messages if needed. You may need multiple scripts – one for the receptionist or other gatekeeper, one for the personnel department, and one for the hiring official you hope to reach.

IV B. How Do I Prepare a Good Resume?

The following advice about resumes and cover letters was drawn from the California Department of Economic Development Web site (www.edd.ca.gov) and is provided here with the Department’s permission.

A resume is a brief, written summary of your skills and experience. It is an overview of who you are and a tool to present yourself to employers. The goal of a well-written resume is to gain a job interview. Job interviews may lead to employment!

Employers and personnel managers are very busy and tend to rapidly review resumes. Therefore, your resume must quickly catch the employer's attention. Writing a brief, to the point description of your experience and skills can do this. Tell the truth on your resume. Write your resume to describe how your skills will meet the employer's needs. When applying for a job, read the job advertisement or announcement very carefully. Then customize your resume by writing up your skills to describe and match what the employer is looking for. It is helpful to describe your experience and skills by using some of the same words the employer used in the job advertisement.

Preparing to Write Your Resume: Writing a resume requires a little time and planning. However, it is well worth the effort. It is a good idea to begin by writing a master resume.

Having an attractive resume on hand that stresses your strongest skills, better prepares you to attend job fairs and respond to a large number of jobs advertised in newspapers and on the Internet. Here are some tips for writing resumes:

- Gather needed information before you start, including facts about your prospective employer, prior employer names and addresses, dates of employment, and names and addresses of personal references.
- Make your resume short (one page, if possible, two pages at most).
- Use white or ivory paper.
- Type and save your resume on a computer to easy revision as needed.
- Use action words to describe your work skills (see "Action Words" below).
- Stress skills, knowledge, and abilities that fulfill the job requirements.
- Be specific about accomplishments, but do not stretch the truth.
- Provide information about career goals.
- Make it attractive.
- Emphasize most recent jobs.
- Proofread it for grammar, punctuation and spelling errors.
- If possible, have someone else check your resume for errors.
- Save references and personal data for the interview.
- Avoid date of birth.
- Avoid salaries or the reason for leaving the last job.
- Ask yourself "Would I interview this person?"
- Keep your resume current.
- Finally, prepare a cover letter to introduce your resume (see "Cover Letter" below.)

Resume Types: There are three basic types of resumes -- chronological, functional and automated. It's important to select the type that best suits your past work history and presents your experience and skills in the best light.

- **Chronological Resume:** A chronological resume lists your most recent job duties and employment dates first. This type of resume tends to be fact-based and may be easily skimmed. It works for those with experience and a steady job history. It is difficult for career changers and those who lack on-the-job experience. Employers tend to prefer a chronological resume because it is easier to read and review the work history dates and work experience. However, this resume type displays flaws more easily, such as employment gaps. See [Appendix III](#) for a sample Chronological Resume and more on how to write it.
- **Functional Resume:** In a functional resume you are advertising your specific qualifications -- skills, experience and accomplishments -- not the order in which you obtained them. Functional resumes let you emphasize volunteer or civic experience, training, or education. A functional resume works best if your work history is not related to the job, your related experience is not your most recent job, you have gaps in your work history, you have not worked recently, or you are just entering the job market. The

functional resume is not usually the favorite resume type among employers, as it is a little more difficult to read. The work history and career paths are not as clear. See [Appendix IV](#) for a sample Functional Resume and more on how to write it.

- **Automated Resume (Keyword, or Scorable):** An automated, keyword, or scorable resume is formatted to read well when scanned by a computer system. The resume is scanned and entered in a database that can then be searched by keywords so that the applicant's qualifications are matched with the employer's needs. (Keywords describe skills that are commonly used in the career field.) Generally, it is the larger employers (with 100 or more employees) who scan resumes to retain information in databases for future use. For specific instructions, see [Appendix V](#) for a sample Automated Resume and more on how to write it.

Resume Action Words: When writing a resume it is a good idea to describe your skills and responsibilities with action words. Write up your skills in brief bulleted lists that begin with action words that emphasize your strong points. The following list provides a small sampling of common action words to get you started:

Various Skills	Technical Skills	Sales Skills
Achieved	Assembled	Accomplished
Arranged	Balanced	Arbitrated
Built	Built	Budgeted
Collected	Calculated	Computed
Contributed	Cut	Consulted
Delivered	Designed	Demonstrated
Designed	Detected	Exceeded
Dispatched	Developed	Forecasted
Improved	Formed	Generated
Increased	Generated	Increased
Maintained	Inspected	Marketed
Organized	Installed	Ordered
Performed	Maintained	Persuaded
Purchased	Molded	Produced
Prepared	Operated	Promoted
Scheduled	Packaged	Realized
Supervised	Processed	Saved
Trained	Remodeled	Sold
Communication Skills	Clerical Skills	Helping Skills
Addressed	Catalogued	Assisted
Authored	Compiled	Attended
Clarified	Composed	Encouraged
Created	Distributed	Facilitated
Demonstrated	Edited	Guided
Drafted	Followed up	Helped
Presented	Identified	Nursed
Persuaded	Ordered	Reassured
Proofread	Planned	Served
Reported	Prepared	Supported
	Recorded	Tutored

Cover Letter: A cover letter is a short introduction letter that accompanies your resume. The cover letter should persuade the employer to read your resume. It is especially important to use a cover letter when mailing a resume to an employer. Suggested cover letter layout (see [Appendix II](#) for a sample Cover Letter and more on how to write it):

- List your name, complete address, and telephone number with area code at the top of the page.
- Address the cover letter to a specific person. Include the employer contact information: name, address, telephone, and e-mail address.
- First paragraph: Begin with an introduction paragraph to explain how you learned about the job or the company. (Job fair, newspaper, friend.) Name the specific position you're applying for.
- Second paragraph: Briefly write up your skills to aim toward the open position and explain what you can bring to the job. Do not simply repeat the information in your resume. Be creative when explaining why you are the best job match. The goal of the cover letter is to encourage the employer to read your resume.
- Third paragraph: Explain the next action you will take. For example: I will telephone in one week to follow up on this position. Be sure to thank the employer for their time, stating that you look forward to interviewing with them.
- Close and sign your letter. For example:
Respectfully,
Your handwritten signature
Type your name

Additional tips for cover letters:

- Use paper that matches your resume (white or ivory).
- Use the same color and font size as your resume.
- Make it brief, no more than one page.
- Write in your own words for a natural style.
- Write a new cover letter to aim at the job requirements for each job for which you are applying.
- Proof read your cover letter for correct spelling and grammar. Also, ask another person to proof read your cover letter.
- Be sure to sign your cover letter.

IV. C. How Do I Make a Good Impression in the Interview?

The following advice about interview preparation was drawn from the Sacramento Center for International Trade Development (CITD) *Handbook on Careers in International Trade* and is provided here with the CITD's permission.

You've jumped the first employment hurdles: you've targeted the position and company and international opportunity you want, you've sent the resume and cover letter and now you've been asked to interview for a position. Keep in mind that the purpose of an interview is for you and your potential employer to get to know one another.

What are the next steps? If you haven't done so already, look for lists of local organizations and companies with an international orientation (see Bibliography A ([Job Search Databases](#)) for some research sources). Employers say again and again that they're most favorably impressed by interviewees who have researched their organization and who can talk knowledgeably about it. These knowledgeable candidates can also talk about how they will make a worthwhile contribution to a particular organization.

Consider the "culture" of the target employer or likely interviewer. If different from yours, research the differences and practice your intercultural communication skills before the interview. You can consider, too, some of these common questions: Tell me a little bit about yourself. Why do you want to work for us? Why have you chosen this field? Describe your best and worst boss. What is your major strength? Your major weakness? Give an example of an important school or work challenge that you've solved. Where do you see yourself in a few years? Give some examples of how you've succeeded in teamwork. What questions do you have for me about my company?

In a business environment, formality is generally the rule. Conservative business attire is usually appropriate. Be aware of local body language do's and don'ts. Unless you are invited to do so in a social situation, never use first names in your business relationships. Learn the appropriate respectful titles for individuals. If required, bring extra copies of your resume. Also bring several copies of your list of professional references as well as your portfolio, if appropriate to the kind of position you're interested in.

Most interviews are one-on-one. Other formats include:

- Panel and peer group interview -- members of these groups may not have the ultimate authority to hire, but will recommend whether or not you're a good "fit" for the organization;
- Luncheon interview -- avoid messy foods and alcohol unless they're part of the culture; and
- Second or follow-up interview – these can be lengthy and involve more and higher level people.

The following advice about interview preparation and thank you notes was drawn from the California Department of Economic Development Web site (www.edd.ca.gov) and is provided here with the Department's permission.

Interview Tips:

- Be on time. It is best if you arrive about 15 minutes early.
- Dress appropriately, since the first impression is a lasting one.
- Do some research on the business before the interview.
- Practice interviewing.
- Go alone. Do not take children or friends.
- Greet the employer with a handshake.
- Make frequent eye contact.
- Smile, be polite, and try to relax.
- Listen carefully to the questions asked. Ask to restate a question if you are confused.
- Answer questions as directly as possible.
- Be upbeat and make positive statements.
- If you've worked before, talk about what you learned from it.
- Use examples of how your skills and abilities would fit the job.
- Bring a "Fact Sheet" with telephone numbers and addresses of your references and former employers, just in case you are asked to complete an application.

Questions to Expect from the Employer: It is important as you prepare for your interview to anticipate what questions the employer might ask. The following questions are examples of the types of questions that you may be asked to answer.

- Tell me about yourself. (This is an icebreaker. Keep the answer job or skill related.)
- What do you know about the type of work we do? (This is your chance to tell what you know from the research you completed ahead of time.)
- What is your weakness? (Always make this a positive answer. For example, "My spelling is not always perfect, so I always use a spell checker.")
- What are your strengths? (Describe your skills in a way that will show you as a desirable employee for the company.)
- Why did you leave your last job? (Answer with a positive statement. Try not to say: "I was fired," "terminated," "quit," "had no babysitter," or "couldn't get along with coworkers or supervisor". However, you can say: "new job," "contract ended," "seasonal," "temporary," "career change," "returned to school," to raise a family," or "relocated.")
- Why have you been unemployed for such a long time? (Tell the truth. Emphasize that you were looking for a good company where you can settle and make a contribution.)
- Why should we hire you? (Make a positive statement, such as "I would like the opportunity to work with you and believe that I can do the work.")
- Do you have references? (It is most important that you contact your references ahead of time and have their name, current address, and telephone numbers.)

Questions to Ask the Employer: At the end of the formal interview the employer will ask if you have any questions. The following are examples of acceptable questions to ask.

- Who would supervise me?
- When are you going to make a hiring decision?
- What are the opportunities for advancement?
- What kind of training is provided or available?
- Is there a dress code?

Pitfalls (Reasons Why People Don't Get Hired):

- Untidy personal appearance
- Inability to express information clearly
- Lack of genuine interest or enthusiasm
- Unwillingness to start at the bottom
- Negative attitude
- Lack of eye contact
- Incomplete or sloppy application
- Being late for the interview

Closing -- At the end of the interview:

- Thank the interviewers for their time.
- Request a business card.
- Shake hands in closing.
- Request the interviewer's business card.

Thank You Notes: After the interview, be sure to write a thank you note to the employer or interviewer. This is very important because a thank you note gives you one more chance to remind the employer about the special skills that you can bring to the company.

Tips for thank you notes (see [Appendix VI](#) for sample thank you note)

- Neatly hand write or type the note.
- Address the note to the interviewer or the lead interviewer.
- Keep it short. (No longer than one page.)
- First paragraph: Thank the employer for the interview. Also, mention that you are interested in the position.
- 2nd paragraph: Briefly state a few of your skills without repeating the information on your resume word for word. Include any important information not mentioned at the interview.
- 3rd paragraph: Provide your contact information, telephone number and e-mail address.
- Sign the note with your first and last name.
- Proofread the note to check for spelling or grammar errors.
- Mail the note within two to three days after your interview.

Bibliography

A. International Trade Career Resources

International Career Guides

- America's Career Kit, U.S. Dept of Labor (www.doleta.gov/programs/factsht/pdf/careerkit.pdf)
- *Guide to Careers in International Business and Trade*, Forum for International Trade Training (FITT) (www.fitt.ca/english/Applications&Guides/Guides/part1.pdf)
- *Handbook for Global Careers*, Sacramento Center for International Trade Development (www.sacramentocitd.org/t_news_respond.tpl?SKU=314430886245226)
- Careers in Business (www.careers-in-business.com)
- *The 2004-05 Career Guide to Industries* (www.bls.gov/oco/cg/home.htm)

Certified Global Business Professional (CGBP) – NASBITE National Credential

- Become a Certified Global Business Professional (www.nasbitecgbp.org/goto/94)
- CGBP Knowledge & Tasks Delineation (www.nasbitecgbp.org/goto/95)
- CGBP Learning Resources (www.nasbitecgbp.org/goto/learningresources)

Job Search Databases

- America's Job Bank (www.ajb.org)
- Careerbuilder.com (www.careerbuilder.com)
- Monster.com (www.monster.com)
- JobsinLogistics.com (www.jobsinlogistics.com)
- Management Job Network (www.managementjobnetwork.com/)
- Executive and Management Jobs Page (www.nationjob.com/management)
- 4 International Jobs and Careers (www.4icj.com/)
- America's Labor Market Information System (ALMIS) Employer Database (www.doleta.gov/almis/edbnew1.cfm)

Career Planning/Advice Resources

- Career Voyages (www.careervoyages.gov)
- Services for Job Seekers, California Dept of Economic Development (www.edd.ca.gov/eddjs.htm)
- Services for Employers – Find Qualified Skilled Workers, California Dept of Economic Development (www.edd.ca.gov/employer.htm#Find%20Qualified,%20Skilled%20Workers)
- *International Careers for High School Students* (www.international-business-careers.com/international_careers_questions_1.shtml)

- *One Click to a New Job - Responding to Online Job Postings*
(www.careerbuilder.com/jobseeker/careerbytes/1004oneclick.htm?cbsid=b846e263b482438d9d108e0093ba0c7f%2D165238166%2Dta%2D1)
- *Hot Tips and Cool Tricks to Drive your Job Search*, Don Straits
(www.careerbuilder.com/jobseeker/careerbytes/0703HotTipsCoolTricks.htm?cbsid=b846e263b482438d9d108e0093ba0c7f%2D165238166%2Dta%2D1)
- *When Bad Job Searches Happen to Good Candidates - Ten Common Mistakes Made by Job Seekers*, Laura Gassner Otting
(www.careerbuilder.com/jobseeker/careerbytes/0903TopTenJobSearchMistakes.htm?cbsid=b846e263b482438d9d108e0093ba0c7f%2D165238166%2Dta%2D1)
- *Confidence Through Accomplishment – How to Feel Better About Your Job Search*, Michael K. Norris
(<http://www.careerbuilder.com/jobseeker/careerbytes/0803ConfidenceThroughAccomplishment.htm?cbsid=b846e263b482438d9d108e0093ba0c7f%2D165238166%2Dta%2D1>)

Resume Preparation Resources

- JobStarCentral (<http://www.jobstar.org/tools/resume/index.cfm>)
- The Resume Shop (<http://www.cyber-north.com/resume/>)

B. Labor Market Information

National

- Occupational Employment Statistics, Bureau of Labor Statistics (www.bls.gov/oes/)
- America's Career InfoNet – occupation & industry information
(www.acinet.org/acinet/default.asp)
- Directory of Salary Surveys on the Web (www.salary.com/home/layoutscripts/homl_display.asp)
- Employed persons in nonagricultural industries by age, sex, race and Hispanic or Latino ethnicity
(www.bls.gov/cps/cpsaat14.pdf)
- Employed persons by industry, sex, race, and occupation (www.bls.gov/cps/cpsaat17.pdf)
- Distribution of employment from the 1990 to the 2002 Census, Occupational Classification, by detailed occupation (www.bls.gov/cps/detocc19902002.pdf)
- Median weekly earnings of full-time wage and salary workers by detailed occupation and sex
(www.bls.gov/cps/cpsaat39.pdf)

California (www.labormarketinfo.edd.ca.gov/)

- State & County Labor Profiles – employment, industry data, wages and more
(www.labormarketinfo.edd.ca.gov/cgi/databrowsing/localAreaProQSSelection.asp?menuChoice=localAreaPro)

- State & County Occupational Profiles - wages, employment outlook, skills of a single occupation (www.labormarketinfo.edd.ca.gov/cgi/databrowsing/occExplorerQSSelection.asp?menuChoice=occExplorer)
- *International Trade, Trends & Impacts*, Los Angeles County Economic Development Corporation, May 2004.

Other States (www.acinet.org/acinet/select_state.asp?id=11.&nodeid=12&socode=&next=state1)

C. About-International-Trade Resources

International Trade Web Sites

- Centers for International Trade Development (www.citd.org)
- U.S. & Foreign Commercial Service (www.export.gov)
- Michigan State University GlobalEdge (www.globaledge.org)

Export/Import Guides

- Exporting Basics, Maurice Kogon (www.citd.org/startup/eb/index.cfm)
- Export FAQs, Maurice Kogon (www.citd.org/startup/faq/index.cfm)
- A Basic Guide to Exporting, U.S. Department of Commerce (www.unzco.com/basicguide)
- Export 911 (www.export911.com/)
- Import FAQs (http://help.customs.gov/cgi-bin/customs.cfg/php/enduser/std_alp.php)

International Trade Terminology

- Dictionary of International Trade Terms (www.itds.treas.gov/glossaryfrm.html)
- Industry Terms and Acronyms (www.worldcargoalliance.com/Library/globaldata/terms.htm)
- Glossary of Shipping Terms (www.marad.dot.gov/publications/glossary/c.html)
- Glossary of Trade Finance Terms (www.tdcommercialbanking.com/tradefinance/gloss.jsp)

D. International Trade Data and Trends

- FT900 - U.S. International Trade in Goods and Services (www.census.gov/foreign-trade/www/prior)
- U.S. Foreign Trade Highlights (www.ita.doc.gov/td/industry/otea/usfth/)
- State Exports to Countries and Regions (www.census.gov/foreign-trade/statistics/state/index.html)
- Global Distribution of U.S. or State Exports, by Product (<http://tse.export.gov/>)
- 2005-2006 Economic Forecast and Industrial Outlook for the Los Angeles Five-County Area, Los Angeles Economic Development Corporation, January 2005 (<http://laedc.info/pdf/Forecast-2005-01.pdf>)

APPENDICES

- I. [International Trade Employer Organizations](#)
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APPENDICES

I. International Trade Employer Organizations

U.S. Government

- Department of Commerce (www.doc.gov)
 - International Trade Administration (www.ita.doc.gov)
 - Bureau of Industry & Security (www.bxa.doc.gov)
- Department of Agriculture (www.usda.gov/wps/portal/usdahome)
 - Foreign Agricultural Service (www.fas.usda.gov)
- Small Business Administration (www.sbaonline.sba.gov/aboutsba/index.html)
- State Department (www.state.gov)
- Export-Import Bank (www.exim.gov)
- Office of Foreign Assets Control, Treasury Department (www.ustreas.gov/offices/enforcement/ofac)
- U.S. Customs & Border Protection, Department of Homeland Security (www.customs.gov)
- Transportation Security Administration, Transportation Department (www.tsa.gov/public/)

Trade & Industry Associations

- Directory of Chambers of Commerce and Industry Associations
www.globaltradenetworks.com/chambersnet
- Directory of Port Authorities www.aapadirectory.com/cgi-bin/portauthorities.cgi

Transportation & Logistics Service Providers

- Distribution
http://directory.google.com/Top/Business/Transportation_and_Logistics/Distribution_and_Logistics/Distribution
- Logistics
http://directory.google.com/Top/Business/Transportation_and_Logistics/Distribution_and_Logistics/Logistics
- Freight Forwarding
http://directory.google.com/Top/Business/Transportation_and_Logistics/Freight_Forwarding/United_States

II. Sample Cover Letter

Mr. John Calhoun, District Manager
Smith Advertising
503 Sunset Avenue
River City, CA 91000

Dear Mr. Calhoun:

I am interested in the receptionist position advertised recently in the River City Chronicle. Enclosed is my resume outlining my clerical experience and customer service skills. My qualifications include:

- Personable, with excellent customer and employee work relationships.
- Current personal computer skills with a variety of software packages.
- Self-starter with excellent problem solving skills.
- Reliable, received an award for outstanding attendance from ABC Company.

At your earliest convenience, I would like to meet with you to discuss how my skills might benefit Smith Advertising. Please expect my telephone call next Thursday morning to arrange a meeting time. Also, feel free to contact me at (312) xxx-xxxx or by e-mail at jbrown@xxxxxxxx.net

Thank you for your time and consideration for this position. I look forward to hearing from you.

Sincerely,

Janice Brown
678 Rapid Falls Drive
River City, CA 91000
(312) 555-6210
e-mail: jbrown@xxxxxxxx.net

III. Chronological Resume

III A. Writing the Chronological Resume

While there is no one correct resume style, there are some general guidelines to follow to prepare a high quality resume. Plan to group information under category titles that employers will easily recognize, such as objective, work experience, and education. Follow the step by step outline below to write and lay out your resume into a chronological resume style.

1. Provide your full name, address and telephone number with area code.
2. Objective -- Write only one objective statement per resume. The objective should state what position you are applying for, and include a couple of reasons why you should be considered for the job. It is a good idea to write the objective to aim toward the employer's job duties and needs.
3. Work Experience
 - Begin with your most recent employment and continue backward to report your work history or volunteer activities.
 - List the dates of employment.
 - List the name and address of the employer.
 - List the job title.
 - Explain job duties and responsibilities in one to two sentences followed by a bulleted list.
 - Try to begin each bulleted sentence with an action word.
 - Write about your experience and skills to aim toward the job requirements.
 - Provide the most information about your most recent job. For example: write a brief description consisting of a few sentences followed by a short list of bulleted items.
 - Provide less information about your remaining employers with a briefer description and fewer bulleted items.
 - Show growth and progress with responsibilities.
 - Stress achievements and accomplishments.
 - List any volunteer work or civic activities that you are involved with that are related to the job. Include the dates of your volunteer service.

Example:

(Date)

2000 to present Job Title Employer's Name and City and State

Explain job duties with one to two brief sentences. Then add a bulleted list that explains your responsibilities and accomplishments. Begin each sentence with an action word (e.g., Built, Installed, Repaired, Ordered . . .

4. Education: Under education, start with your highest degree. Avoid using dates. Include academic honors. Leave out high school information if you have college education.
5. Licenses or Certificates: List job-related special licenses or certificates that you may have, such as special class driver's license, guard card, or certified nurse assistant certificate.
6. Activities (Optional): List community activities or club memberships that you are involved with that are related to the job.

III B. Sample Chronological Resume

JANICE BROWN
678 Rapid Falls Drive
River City, CA 91000
(312) xxx-xxxx
e-mail: jbrown@xxxxxxxx.net

OBJECTIVE: Position as a **receptionist** for a company in need of my two years experience as a reliable, personable receptionist.

WORK EXPERIENCE

1999 - Present Receptionist ABC Company River City, California

Employed as the lead receptionist for an advertising firm.

- Greeted visitors
- Answered telephones
- Delivered messages
- Scheduled appointments
- Provided information about company services
- Prepared letters and forms using Word Perfect and Excel 97 software packages

1997 - 1999 Clerk Typist Ace Automotive River City, California

Employed in the billing office of an automotive repair shop.

- Answered telephones
- Typed forms
- Processed mail
- Maintained filing system

1994 – 1997 General Office Clerk Lincoln School River City, California

Worked as a volunteer school office assistant.

- Greeted students and parents
- Answered telephones
- Filed documents

EDUCATION: Washington Heights High School, River City, California. High School diploma with emphasis in business education

Member: National Honor Society

IV. Functional Resume

IV A. Writing the Functional Resume

While there is no one correct resume style, there are some general guidelines to follow to prepare a high quality resume. Plan to group information under category titles that employers will easily recognize, such as objective, work experience, and education. Follow the step-by-step outline below to write and layout your resume into a functional resume style.

1. Provide your full name, address and telephone number with area code.
2. Objective: Write only one objective statement per resume. The objective should state what position you are applying for, and include a couple of reasons why you should be considered for the job. It is a good idea to write the objective to aim toward the employer's job duties and needs.
3. Experience and Accomplishments: A functional resume centers on your skills and accomplishments, rather than your work history. With a functional resume you may leave out employment or volunteer experience that does not relate to the job. It is also acceptable to list skills in order of their importance to the job opening rather than by their completion date. Begin by listing your most important skill first -- the skill that best matches the job requirements:
 - Continue listing your skills in the order of their importance to the job.
 - Try to list three to four skills.
 - Write a short bulleted list (2-3 bullets) for each skill that explains your accomplishments.
 - Remember to show growth and progress with responsibilities.
 - Provide more information for your most important skill, less for the less important skills.

Example:

First Skill

- List first achievement
- List second achievement

Second Skill

- List first achievement
- List second achievement

4. Employment History: List your employment history, beginning with your most recent employer and working backward.

Example:

2000 - Present Job Title Employer's Name and Address

1998 - 2000 Job Title Employer's Name and Address

1995 - 1998 Job Title Employer's Name and Address

5. Education: Under Education, start with your highest degree. Avoid using dates. Include academic honors. Leave out high school information if you have college education.
6. Licenses or Certificates
List job-related special licenses or certificates that you may have, such as special class driver's license, guard card, or certified nurse assistant certificate.

IV B. Sample Functional Resume

CHRISTOPHER JOHNSON
8563 Ravenwood Drive
Cedar Pine, CA 92000 (441) xxx-xxxx
e-mail: cjohnson@xxxxxxxx.net

OBJECTIVE: Position as a light truck or delivery driver for a company in need of a dependable employee with two years driving experience.

QUALIFICATIONS:

- Earned an outstanding accomplishment raise at Sharp Printing.
- Excel at maintaining good customer relationships.
- Possess a class two chauffeur's California driver's license.

EXPERIENCE:

Driver

- Delivered printed products to customers.
- Planned daily customer delivery routes.
- Transported grammar school children back and forth from daycare site to school.
- Delivered prepared meals to seniors.
- Excellent drivers license record.
- Conducted daily safety inspection and maintenance of vehicles.

Trustworthy

- Transported children safely to school on time without any traffic accidents.
- Collected payments when delivering products to customers.

Customer Service

- Maintained good relationships with route customers.
- Followed up on customer questions or complaints.

Dependable

- Developed a responsible reputation among customers.
- Delivered 95% of shipments on time with a low damage/return rate.
- Worked well under stressful situations such as short deadlines or driving in heavy traffic.
- Able to lift moderately heavy objects.

Employment History

2000 – Present	Delivery Driver	Sharp Printing,	Cedar Pine, CA
1999 – 2000	Driver	School Days Day Care	Cedar Pine, CA
1997 – 1998	Cashier	Giant Sub Sandwiches	Cedar Pine, CA
Summer 1997	Driver (Volunteer)	Senior Meals "Door to Door,"	Cedar Pine, CA

Education & Training

- Arlington High School
- Community Driving School, Defensive Driving

V. Automated Resume

V A. Writing the Automated Resume

Automated resumes are also called keyword or scannable resumes. Many larger employers scan resumes to store information in databases for later use. Computer searches are made to match the resume to the job by keywords commonly used in the career field. It is a good idea to telephone the personnel department of large employers ahead of time, to ask if the resumes are scanned.

The first step is to decide what type of resume (chronological or functional) best fits your needs. Then, follow the steps below to prepare either a resume in a scannable layout:

- Keep the design simple; the equipment reads words, not pictures.
- Prepare resume on white paper.
- Do not bold, italicize, or underline any information.
- Use a size 12 simple font (such as: Arial, Courier, or Helvetica).
- Do not use hollow bullets.
- Do not use symbols such as the number (#) sign.
- Leave white spaces between sections of the resume so the computer can read it easily.
- Print only on one side of the paper.
- Use common language.
- Use KEYWORDS and phrases that are commonly used in your career field to describe your skills and experience.
- Do not fold the resume. Mail the resume in a large envelope with extra postage.

E-mail Resumes: Also, remember to use the scannable resume style when sending your resume via e-mail. The guidelines for e-mail resumes are similar to scannable resumes. The only difference is that bullets should not be used when preparing an e-mail resume. The simplified style makes it easier for computers to scan your resume.

V B. Sample Automated Resume

CHRISTOPHER JOHNSON
8563 Ravenwood Drive
Cedar Pine, CA 92000 (441) xxx-xxxx
e-mail: cjohnson@xxxxxxxx.net

OBJECTIVE: Position as a light truck or delivery driver for a company in need of a dependable employee with two years driving experience.

QUALIFICATIONS:

- Earned an outstanding accomplishment raise at Sharp Printing.
- Excel at maintaining good customer relationships.
- Possess a class two chauffeur's California driver's license.

EXPERIENCE:

Driver

- Delivered printed products to customers.
- Planned daily customer delivery routes.
- Transported grammar school children back and forth from daycare site to school.
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- Able to lift moderately heavy objects.

Employment History

2000 - Present	Delivery Driver	Sharp Printing	Cedar Pine, CA
1999 – 2000	Driver	School Days Day Care	Cedar Pine, CA
1997 – 1998	Cashier	Giant Sub Sandwiches	Cedar Pine, CA
Summer 1997	Driver (Volunteer)	Senior Meals "Door to Door"	Cedar Pine, CA

Education & Training

Arlington High School
Community Driving School, Defensive Driving

VI. Sample Thank You Note

Janice Brown
678 Rapid Falls Drive
River City, CA 91000
(312) 555-6210
e-mail: jbrown@xxxxxxxx.net

March 20, 2005

Mr. John Calhoun, District Manager
Smith Advertising
503 Sunset Avenue
River City, CA 91000

Dear Mr. Calhoun:

Thank you for the opportunity to interview with your company on July 19, 2001. I am very interested in the receptionist position we discussed.

My recent experience as a receptionist where I developed current computer software skills has well prepared me for your receptionist position. I enjoy the challenge of keeping customers happy in a busy office. I am especially interested in the new computerized message tracking system discussed at the interview. I would enjoy the opportunity to contribute to the message tracking project.

I look forward to hearing from you soon. If you need any additional information, feel free to contact me at (312) xxx-xxxx or e-mail: jbrown@xxxxxxxx.net. Thank you again for your time.

Sincerely,

Janice Brown